

# **ADULT COMMUNITY CORRECTIONS DIVISION**

**Pam Bunke, Administrator**



**Prepared for the 62<sup>nd</sup> Montana Legislature  
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**Compiled by Dee Glowacki and Jane LaMoure**



# Adult Community Corrections Division

## Mission and Vision Statements

The Department of Corrections enhances public safety, promotes positive change in offender behavior, reintegrates offenders into the community and supports victims of crime.

**MISSION STATEMENT:** The Adult Community Corrections Division promotes the Mission of the Department of Corrections by providing effective supervision, sanctions, and alternative programs to adult offenders. The Division provides offender supervision and programming through professional staff that supports the needs and concerns of crime victims, their families and the citizens we serve.

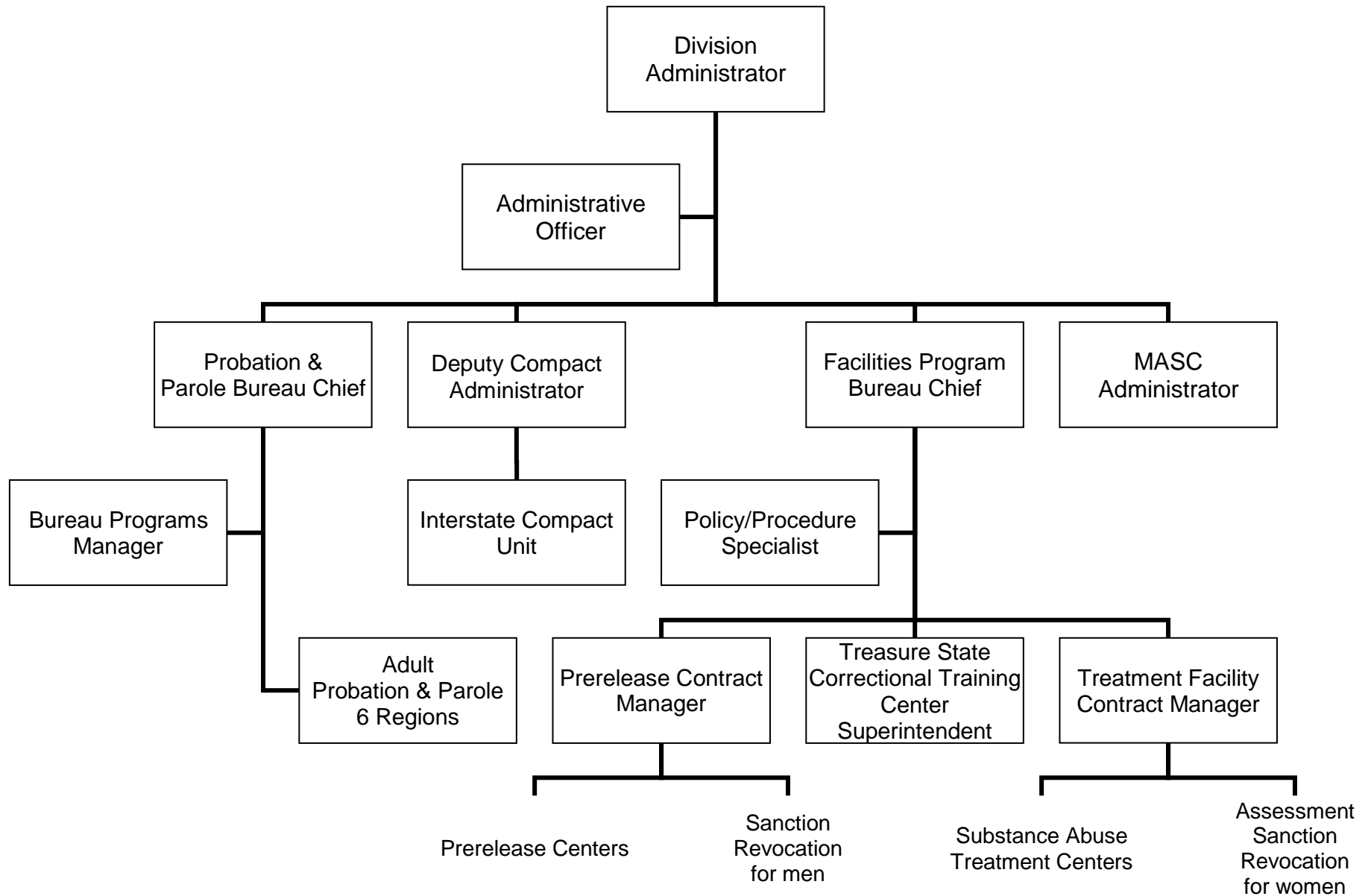
**VISION STATEMENT:** Empower people through positive change, personal growth and innovative approaches.

  
MIKE FERRITER, Director

  
PAM BUNKE, Administrator



**Montana Department of Corrections  
Adult Community Corrections Division  
August 2010**





**MONTANA DEPARTMENT OF CORRECTIONS  
ADULT COMMUNITY CORRECTIONS DIVISION**

**Division Goals:**

To improve the safety of the Montana public and the security of our communities and homes.

To promote public trust through openness, responsiveness and program evaluation.

To provide accurate, timely information and support that contributes to the restoration of victims of crime.

To reduce the risk that offenders will re-offend.

To operate correctional programs that emphasize offender accountability.

To provide work and program environments based on professionalism, personal responsibility, and respect.

**Division Objectives:**

Enhance communication and collaboration within the division and with all department entities by utilizing the Adult Community Corrections Division communication plan and improving follow-up on assigned tasks.

Ensure appropriate placements of offenders in alternatives to incarceration and oversee programs providing a continuum of care and reentry options in order to successfully monitor 80 percent of offenders in the community.

Reduce recidivism and return rates by utilizing specialized professionals and programs in community corrections.

Cultivate consistency in processes including filing materials, electronic data entry, contracts/purchasing, and policies and procedures through program/facility audits and reports from the Offender Management Information System.

Improve staff wellness, recruitment and retention by offering staff appreciation, specialized training opportunities, incentives, career plans, and upward mobility.

Guarantee officer and public safety by utilizing the department's safety committee and providing officers with tools and equipment necessary to protect themselves, as well as hold offenders accountable through skill development, intervention hearings, and disciplinary sanctions.

Gain adequate funding to continue current community corrections programs and also develop new programs to effectively manage the offender population and offender needs and encourage successful reintegration into the community.

**Division Key Tasks:**

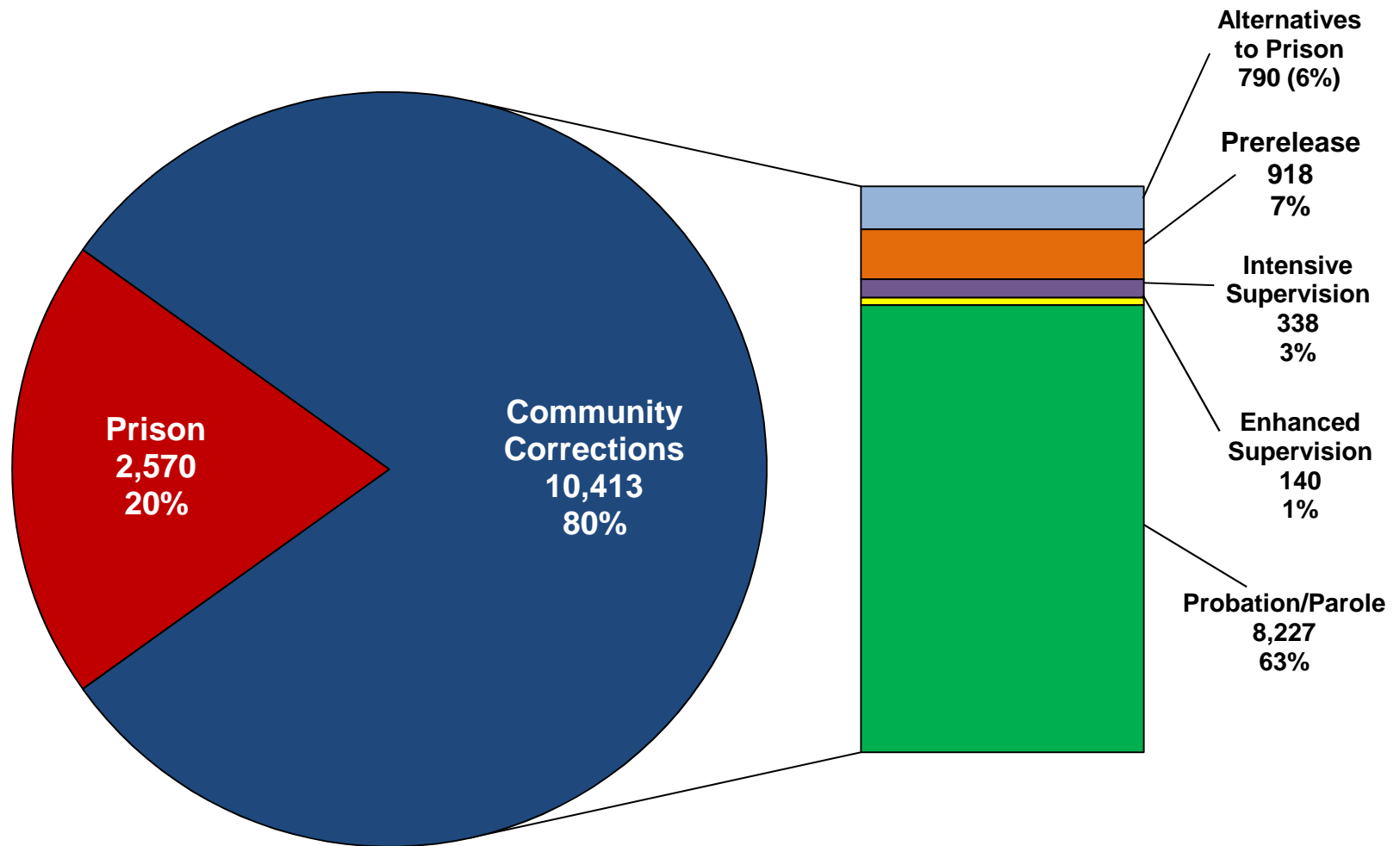
- ◆ Enhance community supervision through appropriate staffing levels.
- ◆ Maintain contracts with providers that have proven to be effective and safe.
- ◆ Utilize Administrative Rules of Montana when siting or expanding residential facilities.
- ◆ Continue to utilize the department's newsletter to share information.
- ◆ Improve methods to better evaluate programs.
- ◆ Require that all programs under contract with the division have an effective means of measuring success.

- ◆ Ensure that Treasure State Correctional Training Center staffing patterns allow for continuation of the victim's program.
- ◆ Ensure that division staff is specially trained to address the needs and issues of victims.
- ◆ Maintain access to the Criminal Justice Information Network (CJIN).
- ◆ Increase the collection of restitution payments by offenders.
- ◆ Utilize the Missoula Assessment & Sanction Center, Passages, and the Sanction Treatment Assessment Revocation & Transition facilities as intermediate sanctions for offenders who violate conditions of probation, parole, prerelease or conditional release.
- ◆ Gain adequate funding to allow for continued community programming, specifically in the area of substance abuse.
- ◆ Better utilize the Intensive Supervision Program as an alternative to imprisonment.
- ◆ Improve the rate of collection of supervision fees and Interstate fees.
- ◆ Expand community corrections programs that are cost effective and serve as viable alternatives to incarceration.
- ◆ Enhance professionalism, staff salaries, staff retention and recruitment by utilization of the Performance Management Program.
- ◆ Maintain oversight of the felony DUI programs to ensure the programs' effectiveness.
- ◆ Utilize Missoula Assessment & Sanction Center and Passages Assessment Sanction & Revocation Center to ensure offenders committed to the Department are appropriately placed.
- ◆ Establish prerelease programs and services in Region V.
- ◆ Develop and provide training to the Intensive Supervision Programs' and prerelease centers' screening committees.
- ◆ Ensure that the methamphetamine programs are properly monitored and provide data indicating effectiveness.



# Distribution of Offender Daily Population

12,983 offenders under DOC jurisdiction on June 30, 2010





## **FUNDING THROUGH GRANTS**

With the assistance of the department's grant manager, the Adult Community Corrections Division has been the recipient of funding through grants provided by the U.S. Department of Justice. This funding allows the division to meet its objectives of reducing recidivism and return rates by utilizing specialized professionals and programs in community corrections; guarantee officer safety by providing officers with tools and equipment necessary to protect themselves; and develop new programs that effectively manage the offender population and offender needs and encourage successful reintegration into the community. Grants received during the 2009 and 2010 fiscal years include:

- I. "Assistance to Rural Law Enforcement to Combat Crime and Drugs" grant entitled Community Corrections Interventions for High-risk Offenders in Rural Montana. It is known as "Community Corrections Interventions."

The goals of the grant are to decrease the disparity in recidivism of Native American offenders compared to the general population, and to decrease recidivism and return rates for offenders with co-occurring disorders by 15 percent in the 12 months following release.

Funds were used to hire eight specialized probation and parole officers from August 1, 2009 to November 30, 2011, otherwise unfunded in the state budget. Five officers work with Native American offenders and three with offenders having co-occurring mental health and addiction issues. In-kind staff training, offender assessment tools, and data collection resources complement federal funds. Officers work closely with community and tribal partners.

The amount of the grant is \$924,996 (federal) and \$62,371 (state match).

- II. Bulletproof Vest Partnership Grant

Each year, the department shares the statewide allocation with other qualifying agencies. Funds are used to reimburse half of the costs of bulletproof or stab-resistant vests for probation and parole officers.

Awards are made each year, and the amount varies between \$4,000 and \$32,000 depending upon the number of qualifying officers in the state and the appropriation of funding at the federal level.

- III. Comprehensive Approaches to Sex Offender Management Grant

The goals of this grant are to underwrite statewide training to address recommendations from the Center for Sex Offender Management Report, as well as current issues related to sex offender management. The target audience includes law enforcement, judicial, clinical, and administrative staff. With grant funds, the department will underwrite two annual conferences and develop free on-line training between October 1, 2009 and September 30, 2011.

This project is fully supported by \$170,049 of federal funds.



## **GLOSSARY OF ACRONYMS**

ACCD .....	Adult Community Corrections Division
ARM .....	Administrative Rules of Montana
BC .....	Bureau Chief
BOPP .....	Board of Pardons and Parole
CCP .....	Connections Corrections Program
CD .....	Chemical Dependency
DH .....	Disciplinary Hearing
DOC .....	Department of Corrections
DUI .....	Driving Under the Influence
ESP .....	Enhanced Supervision Program
FBI.....	Federal Bureau of Investigation
ICAOS .....	Interstate Commission for Adult Offender Supervision
IPPO.....	Institutional P&P Officer
ISP.....	Intensive Supervision Program
MASC .....	Missoula Assessment and Sanction Center
MCA .....	Montana Code Annotated
MLEA.....	Montana Law Enforcement Academy
MSP.....	Montana State Prison
MWP.....	Montana Women's Prison
OMIS .....	Offender Management Information System
P&P .....	Probation & Parole
POII .....	Probation & Parole Officer II
PRC.....	Prerelease Center
PSI.....	Pre-Sentence Investigation
RA .....	Regional Administrator
ROV.....	Report of Violation
SCRAM.....	Secure Continuous Remote Alcohol Monitor
START.....	Sanction Treatment Assessment Revocation & Transition
TSCTC .....	Treasure State Correctional Training Center
VINE .....	Victim Information Network
WATCH.....	Warm Springs Addictions Treatment & Change Program



# **PURPOSE OF REPORT**

This report provides detailed descriptions of programs managed by the Adult Community Corrections Division of the Montana Department of Corrections. The division represents a major portion of the corrections system, responsible for the supervision and management of approximately eight out of every 10 offenders under the state's jurisdiction.

Because of this responsibility, the division is a key component of the department's efforts to fulfill its mission by keeping the public safe, aiding offenders in successfully returning to communities and ensuring that victims' concerns and needs are not forgotten.

# **TABLE OF CONTENTS**

	<b>Page</b>
Probation & Parole Bureau .....	1
Interstate Compact .....	13
Missoula Assessment & Sanction Center (MASC) .....	17
Treasure State Correctional Training Center (TSCTC, Boot Camp)....	21
Prerelease Centers.....	27
Treatment Facilities:	
Warm Springs Addictions Treatment & Change (WATCH).....	37
Connections Corrections Program (CCP) .....	45
NEXUS Correctional Treatment Center .....	51
Elkhorn Treatment Center .....	57
Passages (ASRC, ADT, PRC) .....	61
START .....	69
Appendix:	
Description of Treatment Programs and Services.....	75





# **ADULT PROBATION & PAROLE BUREAU ALTERNATIVES TO INCARCERATION**



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## **PROGRAM HISTORY**

In 1955, the adult Probation & Parole Bureau was established by the Montana Legislature. As stated in §§46-23-1001 through 1106, Montana Code Annotated, the Department of Corrections was given the authority to:

- ❖ Appoint P&P officers and other employees necessary to administer this part;
- ❖ Authorize P&P officers to carry firearms, including concealed firearms, when necessary;
- ❖ Adopt rules establishing firearms training requirements and procedures for authorizing the carrying of firearms; and
- ❖ Adopt rules for the conduct of persons placed on parole or probation, except that the DOC may not make any rule conflicting with conditions of parole imposed by the Board of Pardons and Parole or conditions of probation imposed by a court.

In 1995, as part of the executive reorganization of the Department of Family Services and the Department of Corrections and Human Services, juvenile aftercare (parole) was assigned to the newly created Department of Corrections.

In October 2001, the DOC created the Youth Services Division and juvenile parole was placed within that division. This move left the P&P bureau responsible for adult offenders only.

## **VISION, GOALS, MISSION**

**VISION STATEMENT:** We are the best at safely maintaining offenders in the community by inspiring positive change.

**MISSION STATEMENT:** The Bureau maintains the supervision of offenders in the community to enhance the public safety in the communities of the state of Montana. The Bureau employs best practices and professional staff that hold offenders accountable through restorative justice, effective communication and treatment, which inspires the habilitation/rehabilitation of each offender based on their needs.

### **GOALS:**

- ❖ Building trust with, and enhancing the safety of, the citizens of Montana through quality supervision;
- ❖ Assisting victims of crime by providing referrals to victim resources, collecting restitution, offering victim mediation, and recognizing and respecting victim rights;
- ❖ Assisting offenders in acquiring positive role models through professional conduct and mentoring;
- ❖ Supervising offenders in community-based correctional programs as alternatives to prison incarceration (such as START, prerelease, Passages ADT, WATCH);
- ❖ Complying with legal mandates of the courts;
- ❖ Ensuring that all bureau employees are visible and viewed as professionals in the field of corrections by closely monitoring and supervising offenders through community networking; and
- ❖ Enforcing the conditions of supervision (standard and special) ordered by the sentencing court, BOPP, or DOC.

## THE PROBATION & PAROLE BUREAU STAFFING

<b>BUREAU CHIEF</b>
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<p><b>REGION I</b> <b>Locations:</b></p> <ul style="list-style-type: none"> <li>• Missoula</li> <li>• Hamilton</li> <li>• Elkhorn</li> <li>• Butte PRC</li> <li>• Helena PRC</li> <li>• Connections</li> <li>• MSP</li> <li>• START</li> <li>• TSCTC</li> <li>• WATCH West</li> </ul> <p><b>Staffing:</b></p> <ul style="list-style-type: none"> <li>• RA 1</li> <li>• PO II 5</li> <li>• PO 25</li> <li>• IPPO 8</li> <li>• POT 0</li> <li>• Admin 4.5</li> </ul>	<p><b>REGION II</b> <b>Locations:</b></p> <ul style="list-style-type: none"> <li>• Helena</li> <li>• Helena PRC</li> <li>• Butte</li> <li>• Butte PRC</li> <li>• Bozeman</li> <li>• Bozeman PRC</li> <li>• Livingston</li> <li>• Dillon</li> <li>• Anaconda</li> </ul> <p><b>Staffing:</b></p> <ul style="list-style-type: none"> <li>• RA 1</li> <li>• PO II 5</li> <li>• PO 35</li> <li>• IPPO 0</li> <li>• POT 3</li> <li>• Admin 4.5</li> </ul>	<p><b>REGION III</b> <b>Locations:</b></p> <ul style="list-style-type: none"> <li>• Great Falls</li> <li>• Great Falls PRC</li> <li>• Cut Bank</li> <li>• Havre</li> <li>• Lewistown</li> <li>• Shelby</li> <li>• CCRDF</li> <li>• CCC</li> <li>• NEXUS</li> </ul> <p><b>Staffing:</b></p> <ul style="list-style-type: none"> <li>• RA 1</li> <li>• PO II 4</li> <li>• PO 26.5</li> <li>• IPPO 3.5</li> <li>• POT 3</li> <li>• Admin 3</li> </ul>	<p><b>REGION IV</b> <b>Locations:</b></p> <ul style="list-style-type: none"> <li>• Billings</li> <li>• Hardin</li> <li>• MWP</li> <li>• Passages</li> <li>• Alternatives</li> </ul> <p><b>Staffing:</b></p> <ul style="list-style-type: none"> <li>• RA 1</li> <li>• PO II 4</li> <li>• PO 30</li> <li>• IPPO 2</li> <li>• POT 1</li> <li>• Admin 2.5</li> </ul>	<p><b>REGION V</b> <b>Locations:</b></p> <ul style="list-style-type: none"> <li>• Kalispell</li> <li>• Libby</li> <li>• Polson</li> <li>• Thompson Falls</li> </ul> <p><b>Staffing:</b></p> <ul style="list-style-type: none"> <li>• RA 1</li> <li>• PO II 3</li> <li>• PO 22</li> <li>• IPPO 0</li> <li>• POT 1.5</li> <li>• Admin 3</li> </ul>	<p><b>REGION VI</b> <b>Locations:</b></p> <ul style="list-style-type: none"> <li>• Glendive</li> <li>• Glasgow</li> <li>• Miles City</li> <li>• Sidney</li> <li>• DCCF</li> <li>• WATCH East</li> </ul> <p><b>Staffing:</b></p> <ul style="list-style-type: none"> <li>• RA 1</li> <li>• PO II 1</li> <li>• PO 7</li> <li>• IPPO 1</li> <li>• POT 2</li> <li>• Admin 2</li> </ul>	<p><b>CENTRAL</b> <b>Locations:</b></p> <ul style="list-style-type: none"> <li>• Helena DOC</li> </ul> <p><b>Staffing:</b></p> <ul style="list-style-type: none"> <li>• BPM 1</li> <li>• Admin 2</li> </ul>
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## **STAFFING RESPONSIBILITY & DUTIES**

### **Bureau Chief (BC)**

- ❖ Has overall responsibility for all aspects of the Probation & Parole Bureau.
- ❖ Reports directly to the Adult Community Corrections Division administrator.

### **Regional Administrators (RA)**

- ❖ Responsible for all budget and personnel issues for respective region.
- ❖ Act as contract liaisons for local services available to offenders.
- ❖ Assess and classify all felony offenders committed to the DOC for appropriate placement in the correctional system.
- ❖ Act as hearings officers for adult on-site (parole revocation) hearings.
- ❖ Report directly to BC.

### **P&P Officers II (POII)**

- ❖ First-line supervisors for the P&P officers, institutional P&P officers, probation officer technicians and administrative support.
- ❖ Act as the RA's designee in their absence.
- ❖ Liaisons to prerelease centers for the DOC and participate on the centers' boards and screening committees.
- ❖ Act as hearings officers.
- ❖ Supervise specialized approaches in their locations (see page 9).
- ❖ Report directly to the RA.

### **Probation & Parole Officers (P&P officer)**

- ❖ Supervise, monitor, guide, counsel, hold accountable and assist offenders who have been sentenced to probation by the courts, parolees released from incarceration by the BOPP, and offenders placed on conditional release by the DOC.
- ❖ Responsible to District Court judges in the 23 judicial districts in Montana.
- ❖ Investigate and prepare presentence investigations (PSIs) on felony offenders to assist in the sentencing of these offenders to the most appropriate placement available. Officers also provide many functions for the BOPP.
- ❖ Implement the bureau/regions specialized approaches.
- ❖ Provide necessary information and support to victims.
- ❖ Report directly to POII.

### **Institutional P&P Officers (IPPO)**

- ❖ Facilitate reentry of an offender from institutions and treatment facilities into communities using:
  - Prerelease centers
  - Conditional release
  - Intensive supervision programs
  - Parole
  - Probation
- ❖ Work closely with the BOPP and help with coordination between prisons, PRCs and P&P officers.
- ❖ Liaisons for correctional facilities, BOPP and P&P field staff.
- ❖ Sign out and issue travel permits for offenders discharging or paroling from prisons.
- ❖ Ensure appropriate offenders have registered as sexual and/or violent offenders.
- ❖ Ensure DNA testing has been accomplished.
- ❖ Help offenders develop appropriate and viable parole or release plans.
- ❖ Provide necessary information and support to victims.

### **Probation Officer Technicians (PO tech)**

- ❖ Provide assistance to P&P officers in rural areas.
- ❖ Attend probation & parole basic training.

- ❖ Assist P&P officers with the following duties:
  - PSIs
  - ROVs (Report of Violations – Revocations)
  - Home contacts
  - Employer contacts
  - Collateral contacts
  - Law enforcement contacts
  - Urinalysis
  - Administrative support services

### **Administrative Support**

- ❖ Provide many valuable support services for the smooth operation of the bureau.
- ❖ Assist and support field staff in areas without a PO tech.
- ❖ Assist with and enter data into the Offender Management Information System:
  - Frees up P&P officers to do more field work

### **Regional Administrative Assistants (RAA)**

- ❖ Provide administrative support for the RA and the region.

### **Bureau Programs Manager (BPM)**

- ❖ Provides oversight, guidance and development of:
  - Specialized approaches
  - Training and staff development
  - Use of force and firearms
  - Grant management
  - Assists the BC and RAs

### **Professional Development Manager**

The position is part of the DOC's Professional Development Bureau and is assigned to provide training services for Adult Community Correction Division staff members.

- ❖ Training opportunities include a wide range of offerings, such as the 160-hour probation & parole basic academy, leadership development programming, and scores of skills-development courses of instruction.
- ❖ The probation & parole academy is currently undergoing a major revision in how course material is offered and how resulting skill levels are assessed. Instead of static lecture hall-styled training, much of the curriculum is being shifted to distance learning. The academy environment of the future will focus primarily on scenario-based blended learning, including significantly more individualized instruction followed by comprehensive skills assessment. All-in-all, the changes being undertaken in the way information is presented at the academy level will dramatically improve individual competencies.
- ❖ Much of the in-service and professional development training offered by the Professional Development Bureau is designed to enhance the skills of service providers in the field. Such programming includes cognitive behavioral training and enhanced communication techniques which are necessary to influence positive change in the offender population. In addition, training in first-aid medical response, offender supervision strategies, officer safety, emergency preparedness and cultural awareness all lend themselves well to maintaining a safe and secure work environment for staff, offenders and the public.

## **ELIGIBILITY REQUIREMENTS**

Montana's district judges determine which offenders are placed on probation, either directly from sentencing or after spending time in prison. The Board of Pardons and Parole decides which offenders are released on parole from prison.

A judge has the option of committing an offender to the jurisdiction of the department, which has the responsibility to determine the most appropriate placement for these “DOC commits,” including a non-prison setting. When the individual has completed an alternative placement (prerelease center or treatment program), the ACCD administrator and DOC director may approve the individual’s release and placement on conditional release with certain terms and conditions.

The controlling jurisdiction sets terms and conditions that govern how the bureau supervises and performs case management of the respective offender.

## **COST OF SUPERVISION**

**§ Cost per day – Probation & Parole  
plus general administration costs: \$5.11**

**Cost per day – Intensive Supervision: \$8.85**

There are significant cost savings with community-based corrections such as probation, parole, intensive supervision (ISP), conditional release and programming. Community supervision provides viable alternatives to incarceration that promote public safety, hold offenders accountable and gives offenders the opportunity to make changes in behavior and attitude, while being financially responsible for their actions.

P&P officers are instrumental in the collection of restitution for crime victims and the collection of miscellaneous fees and fines ordered by the court, the majority of which are received by the counties within the state.

### **Restitution dispersed to victims:**

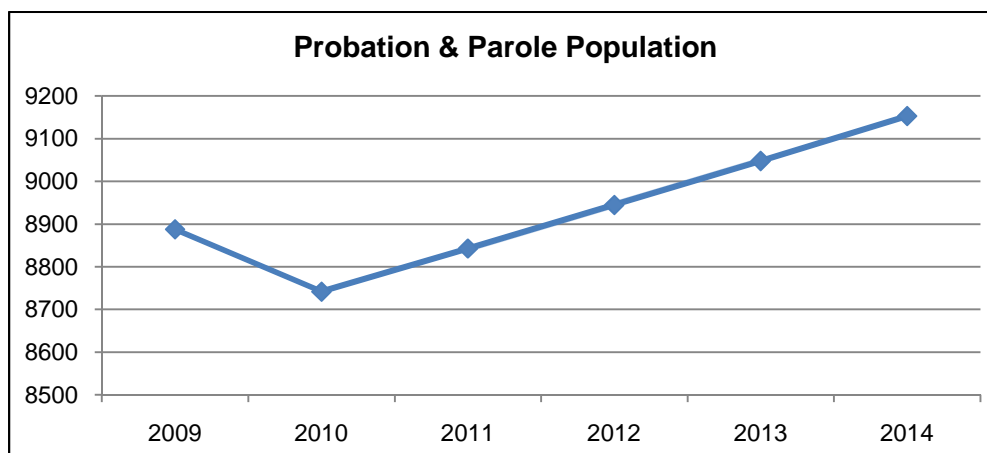
FY06 – \$2,806,187.24	FY09 – \$2,842,935.23
FY07 – \$2,909,802.21	FY10 – \$2,661,734.53
FY08 – \$2,787,842.44	

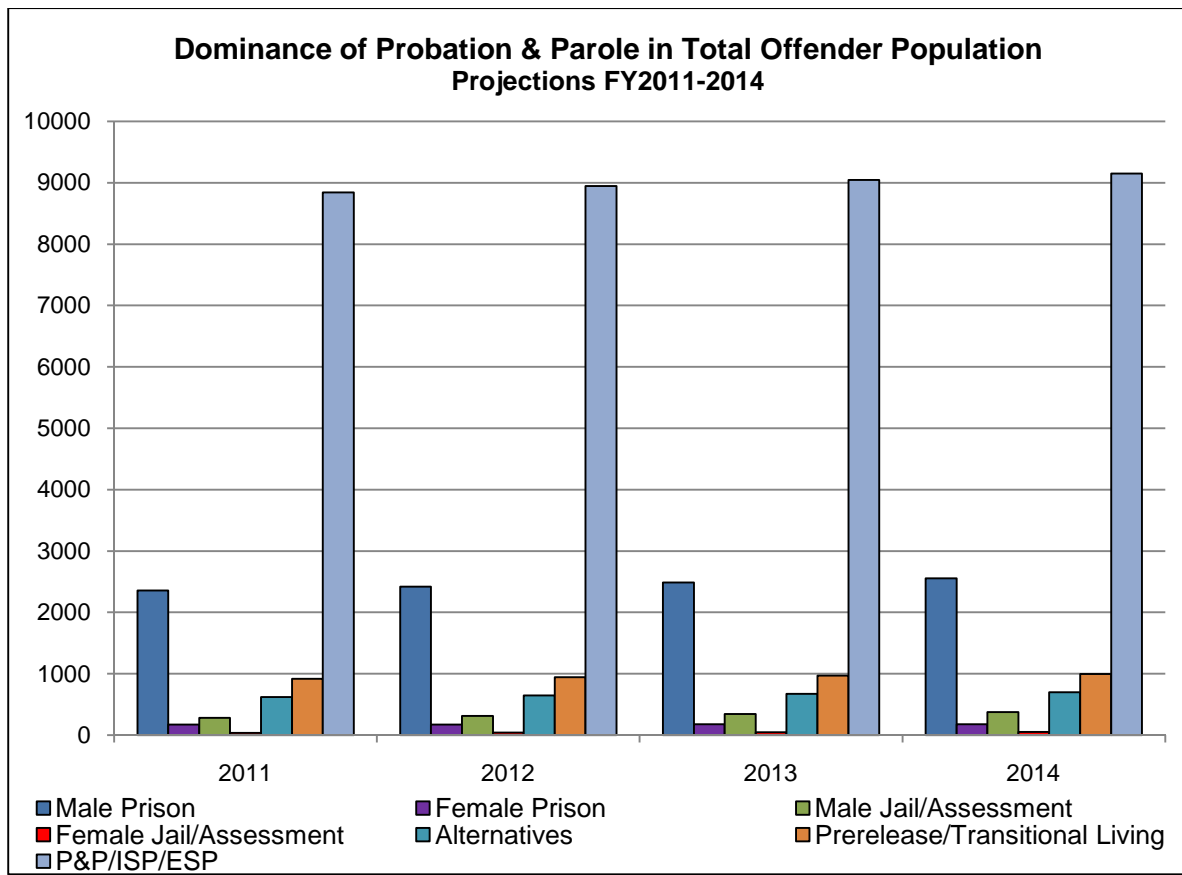
### **Supervision fees collected** (utilized for officer equipment, safety and training):

FY09 – \$816,916.14  
FY10 – \$827,619.91

## **POPULATION**

**On any given day, over 8,700 felony offenders are being supervised by the P&P Bureau.** About 80 percent of all offenders in the DOC system are serving their time on probation, parole, conditional release, ISP or in an adult community corrections program.





## **SERVICES and SPECIALIZED APPROACHES**

### **Probationer vs. Parolee**

The difference between probation and parole is the offender's legal status or the legal jurisdiction over an offender. Probationers and parolees are supervised similarly; however, the sentencing court has jurisdiction to revoke offenders on probation, and the BOPP has authority to revoke those on parole.

### **Conditional Release Offender**

Offenders committed to the DOC are eligible for conditional release. These offenders are supervised by the same standards as probationers and parolees, and are under the jurisdiction of the DOC.

### **Conditions on Probation or Parole**

When the court orders an offender be placed on probation in lieu of incarceration, an officer supervises the offender according to the standard conditions of probation and parole and any special court-ordered conditions.

- ❖ The standard conditions all offenders must follow are:
  - **Residence:** Place of residence cannot be changed without first obtaining permission.
  - **Travel:** Leaving the assigned district is not allowed without first obtaining written permission.
  - **Employment and/or program participation:** Employment or participation in an approved program must be maintained.
  - **Reporting:** Personally reporting to a P&P officer; must comply with directions.
  - **Weapons:** Offenders cannot use, own, possess, transfer or be in control of any firearms or deadly weapons.

- Financial: Permission must be obtained before financing a vehicle, purchasing property or engaging in business.
- Search: Offenders must submit to a search of their person, vehicle or residence at any time, with or without a warrant.
- Laws and conduct: Offenders must comply with all city, county, state and federal laws and ordinances and conduct themselves as good citizens. They also must report any arrests or contact with law enforcement.
- Alcohol and illegal drugs: Use or possession of alcoholic beverages and illegal drugs is prohibited.
- Drug testing: Offenders must submit to testing for drugs or alcohol.
- Gambling: Gambling is prohibited.
- Fines and fees: All fines, fees and restitution must be paid.
- ❖ Special conditions may be placed on offenders during their probationary period by a judge, or on parolees by the BOPP. Special conditions may include attending specific counseling and/or treatment, or completing community service.

## SERVICES

- ❖ Provide supervision of probationers in the community for the courts; of parolees in the community for the BOPP; and of conditionally released offenders in the community for the DOC.
- ❖ Ensure public safety through quality supervision by holding offenders under supervision accountable for their actions by monitoring them and enforcing the rules and conditions of probation, parole or conditional release:
  - Home checks of offenders,
  - Employment checks,
  - Collateral contacts,
  - Treatment providers,
  - Drug and alcohol testing,
  - Personal and property searches, and
  - Regularly scheduled office visits by offenders.
- ❖ Issuing travel permits for offenders traveling outside their jurisdiction.
- ❖ Assist victims of crime by providing referrals to victim resources, collecting restitution, offering victim mediation, and recognizing and respecting victim rights.
- ❖ Assessing offenders' risks and needs, then providing appropriate supervision.
- ❖ Assisting offenders in skill development, education, treatment, and training.
- ❖ Supervising offenders in community-based correctional programs as alternatives to prison incarceration.
- ❖ Referring offenders to appropriate assessment and treatment services and monitoring attendance and progress.
- ❖ PSIs – One of the most significant documents generated on an offender within the DOC, these reports assist a judge in giving felony offenders the most appropriate sentence, and are required prior to sentencing. An officer interviews the defendant and collateral contacts, then prepares the PSI. The court has little or no background information about the defendant without the PSI. The report becomes part of the court record, is confidential, and not open for public inspection. It follows the offender throughout the corrections system and is used by all facets of the system as a screening tool for placement. The BOPP also uses the report when reviewing an offender for release on parole. Mandated contents of PSI reports include:
  - the defendant's characteristics, circumstances, needs and potentialities;
  - the circumstances of the offense (official version, defendant's version and victim's version);
  - the defendant's criminal history;
  - the defendant's social history, mental, and substance abuse history;



- the harm caused as a result of the offense to the victim, the victim's immediate family, and the community, and any pecuniary loss through a victim's statement; and
- a summary and recommendation of sentencing alternatives to the court.
- ❖ Provide guidance, counseling, habilitation and rehabilitation for offenders under their supervision.
- ❖ Assist local law enforcement with offenders in the community.
- ❖ Collection of restitution and court fines.

## **SPECIALIZED APPROACHES**

### **Hearings**

Hearings incorporate due-process requirements in providing an offender fair, timely and impartial disposition of charges of alleged supervision violations and establish appropriate disciplinary actions to modify offender behavior and ensure community safety. There are three types of hearings:

- ❖ Intervention – An informal hearing which provides the offender written notice of minor violations of non-compliance and the opportunity to address those issues without a revocation of their supervision status.
- ❖ On-site (preliminary) – Conducted to determine whether there is probable cause to believe a parolee or interstate offender has violated parole conditions. If probable cause is found, appropriate disciplinary sanctions are considered based on the severity of the violation. However, it may be determined the offender is not appropriate for community corrections placement and needs to be returned to a secure setting.
- ❖ Disciplinary – Conducted for both major and severe violations of supervision conditions for offenders placed in a community corrections program. Sanctions can range from a verbal warning/reprimand to removal from the program and possible placement at prison.

### **Intensive Supervision Program (ISP)**

- ❖ Provides increased supervision of offender in the community, including drug and alcohol monitoring.
- ❖ Uses electronic monitoring, including GPS technology, to help hold offenders accountable.
- ❖ Increases emphasis on offender accountability, including employment and treatment options where necessary.
- ❖ Locations:
  - Missoula
  - Bozeman
  - Butte
  - Great Falls
  - Billings
  - Kalispell

### **ISP Sanction Program**

- ❖ Provides an alternative sanction for P&P officers to use to help change offenders' behavior and keep them in the community.
- ❖ Similar supervision levels as regular ISP.
- ❖ Has a treatment component.
- ❖ Locations:
  - Missoula
  - Helena
  - Bozeman
  - Butte
  - Great Falls
  - Billings

### **Enhanced Supervision Program (ESP)**

- ❖ An alternative sanction for P&P officers to use to help change offenders' behavior and keep them in the community.
- ❖ Increased drug and alcohol testing.
- ❖ Contracted with Montana PRCs for treatment/accountability services.

- ❖ Locations:
  - Missoula
  - Helena
  - Bozeman
  - Butte
  - Great Falls
  - Billings

### **Treatment Accountability Program (TAP)**

- ❖ An alternative sanction for P&P officers to use to help change offenders' behavior and keep them in the community.
- ❖ Similar to ISP sanction program with increased supervision:
  - Increased drug and alcohol testing
  - Treatment groups
- ❖ Locations:
  - Helena
  - Glendive

### **Day Reporting**

- ❖ An alternative sanction for P&P officers to use to help change offenders' behavior and keep them in the community.
- ❖ Increased supervision:
  - Increased drug and alcohol testing
- ❖ Location:
  - Kalispell

### **Electronic Monitoring**

- ❖ House arrest:
  - Bracelet used to ensure offender stays on schedule
  - Used mainly in ISP and ISP sanction programs
- ❖ GPS:
  - Passive GPS
  - Mandated for level 3 sexual offenders
  - Used in ISP and ISP sanction programs
  - Used for other high-risk offenders
- ❖ SCRAM:
  - Electronic alcohol monitoring device
  - Used mainly for DUI offenders
- ❖ Interlock:
  - Electronic alcohol monitor attached to the ignition system of a vehicle
  - Used mainly for DUI offenders who are allowed to drive

### **Offender Groups and Treatment**

- ❖ CP&R – Cognitive Principles and Restructuring
- ❖ Sexual offender groups
- ❖ Drug and alcohol groups
- ❖ Booter (graduates of TSCTC)

### **Task Forces**

- ❖ Drug
- ❖ DUI
- ❖ Warrant round-ups (U.S. Marshals)
- ❖ Internet Crimes Against Children (ICAC)-FBI

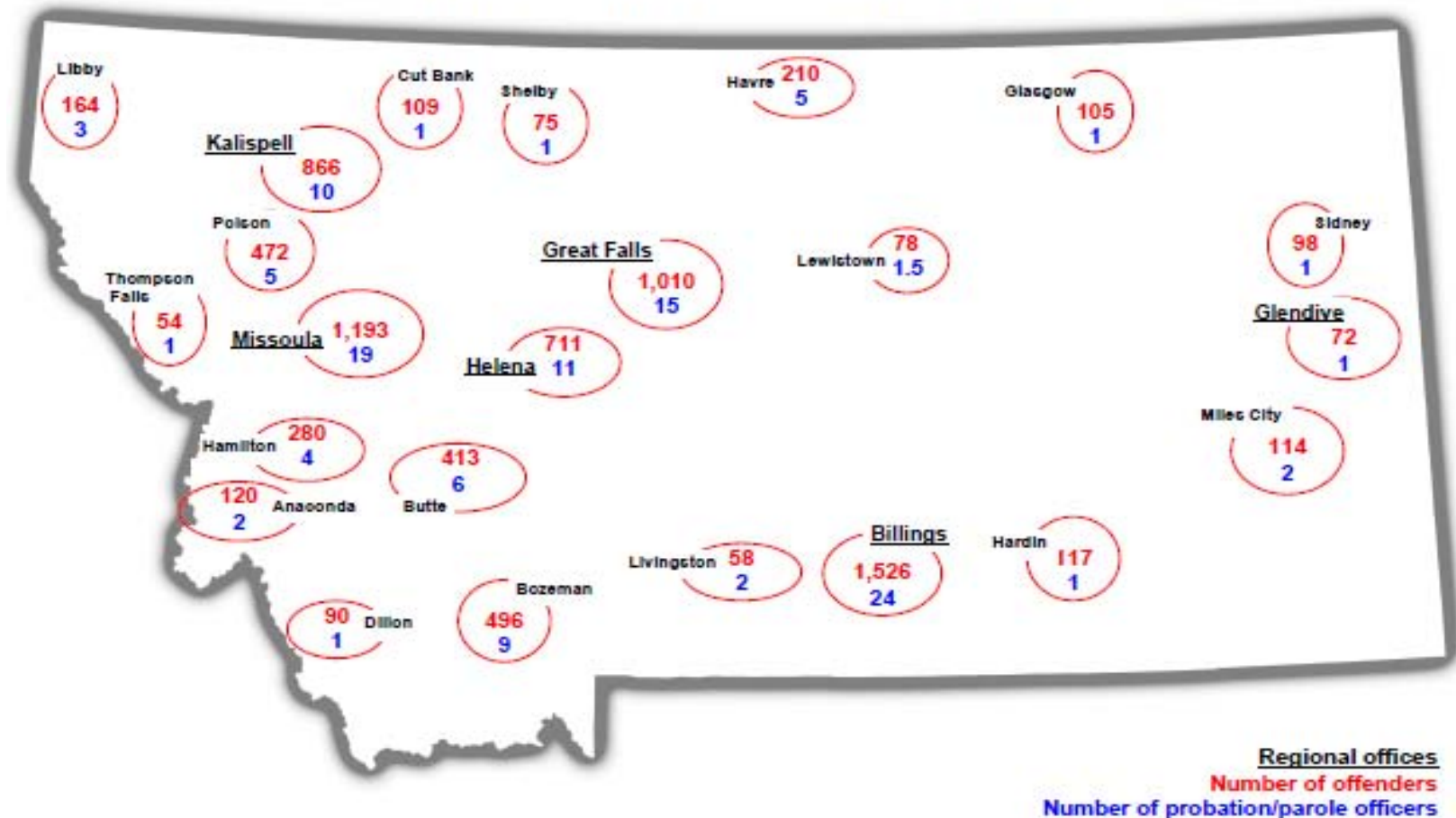
### **Specialized Caseloads**

- ❖ Native American
- ❖ DUI
- ❖ Mental health
- ❖ Chemical dependency

- ❖ Co-occurring (both mental health issues and chemical dependency)
- ❖ Sexual offender
- ❖ Banked caseload
  - Management of low-risk offenders
- ❖ Booter (TSCTC)
- ❖ Treatment court
- ❖ Mental health court

# Probation & Parole Offices, Caseloads and Officers\*

(Numbers are as of July 2010 - Does not include 16 institutional probation and parole officers)



\*Excludes 8 federal grant-funded officers (2 in Butte, one each in Cut Bank, Glasgow, Hamilton, Hardin and Havre)

# **INTERSTATE COMPACT FOR ADULT OFFENDER SUPERVISION**



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## **PROGRAM HISTORY**

An interstate compact is an agreement entered into by two or more states to provide supervision to offenders who cross state lines to reside and work. The Adult Interstate Compact Unit coordinates the movement and data tracking of offenders living in other states on probation, parole or conditional release. Since 1937, a national compact has provided the sole statutory authority for regulating the transfer of adult offenders on supervision across state boundaries. In 2002, the compact was revised and is now governed by the Interstate Commission for Adult Offender Supervision (ICAOS). All 50 states, the District of Columbia, Puerto Rico and the Virgin Islands are members of this interstate agreement. State administrators and their deputies are appointed by the governor of each state to develop operational policies, practices, and procedures on how adult offenders will be supervised. The compact administrator or designee must attend annual meetings to promulgate rules, regulations and policies for the administration of the Interstate Commission agreement.

The Legislature authorized Montana to be part of the national commission. Every participating state has made a commitment to comply with the commission and provide financial support for the cost of administrative staff that oversees daily operations of the commission at a national level. The commission levies an annual assessment on each state to cover the cost of internal operations and activities of the commission and its staff. The rate is based upon a formula contained in the commission rules, taking into consideration the population of each state and its volume of interstate movement of offenders. Seven of the western states, including Montana, paid \$20,629 for their 2010 annual dues. California had the largest payment of the western states at \$52,719.

## **GOALS, MISSION, PURPOSE**

The primary purpose of the interstate compact is to enhance public safety and provide a mechanism that allows a continuum of supervision of offenders who cross state boundaries. Individuals travel outside of their resident state, commit a crime and are sentenced, but have no reason to remain in the state. They have considerable amounts of restitution and fines and other fees owed to the sentencing courts. Offenders who can continue their employment and pay their financial obligations help Montana's economy. This compact also protects the rights of the victims through the control and regulation of movement of offenders and provides for better tracking of offenders and enforcement of policies and rules. Each state has a council of representatives from victim groups; legislative, executive and judicial branches; and law enforcement. Each state's compact administrator oversees his or her state's compliance with the compact.

## **ELIGIBILITY**

The Interstate Compact Unit agrees to provide supervision of offenders who meet the criteria for acceptance. No state shall refuse to supervise an offender because of the crime he or she has committed.

## **COST**

The Montana Interstate Compact Unit requires a \$50 fee be paid by an offender applying to transfer their supervision out of Montana. This application fee is used to pay the annual assessment to the Interstate Commission. During the past two years, more than \$48,000 has been collected by the DOC. In addition to paying the fee, an offender must have a valid plan to transfer their supervision out of state and must be responsible for their own rehabilitation. Other costs of the program are absorbed by the DOC.

## **CAPACITY**

About 1,100 Montana offenders are living in other states on probation, parole or conditional release and are managed by the unit. The caseload continues to climb as lengthy probation sentences are imposed as an alternative to incarceration. The unit is aware that the number of offenders moving in and out of Montana has consistently increased with more emphasis and attention being given to high-risk or dangerous offenders. These concerns are instilled in supervising P&P officers, who are required to cooperate with and follow all of the correct procedures when transferring offenders across state boundaries.

## **FUNCTIONS OF THE COMPACT UNIT**

Courts are considering more alternatives to incarceration; however, the lengths of sentences are not necessarily getting shorter. Parole boards and judges are looking for ways to release individuals into the community quickly because of crowded prisons. Many offenders ask to relocate to other states because they are not residents of the state where they were convicted. The unit arranges the transfer of any person convicted of an offense and placed on supervision who requests to cross state boundaries to live, work, or attend school, and prepares the necessary documents to ensure that the receiving state has information to complete home and employment investigations.

Communities and victims in Montana benefit when the unit remains actively involved in updating operational procedures and enforcing policies and procedures to make the compact work. Conditions of supervision are enforced and victims are more likely to receive compensation if the offender is working in the community. Offenders also benefit when allowed to relocate where they have families, emotional or financial support, employment or schooling. It is imperative that no short cuts are taken to supervise these individuals. Any offender who requests to leave the sentencing state will be expected to comply with the receiving state's supervision policies and may be arrested and returned if conditions of supervision are violated or new crimes are committed. Failure to deal appropriately with violations often makes it difficult for the receiving state to maintain supervision and control of the offender. Fiscal restraints are not a sufficient reason for refusing to return violators under the compact agreement.

The unit is a critical component of the ACCD and is very beneficial to other law enforcement agencies and all P&P offices throughout the United States.

## **SERVICES**

The deputy compact administrator, two agents and one administrative support employee operate the unit, which monitors compact rules and regulations as they pertain to the supervision of interstate offenders. The unit's knowledge provides Montana P&P officers with technical expertise, leadership, interpretation of laws, and the consequences for potential liability issues concerning interstate compact matters. The unit is a clearinghouse for related incoming correspondence and telephone communications, and works closely with the 23 P&P field offices, five prisons and their institutional P&P officers, and 65 adult interstate compact units throughout the United States.

The unit also coordinates the return of Montana parole and conditional release violators through warrants or a governor's extradition warrant. It assists when adult absconders are arrested in other states by coordinating or processing legal documents for arresting agencies to detain offenders. In addition, the unit has the primary responsibility of entering legal data on all adult offenders moving into Montana, as well as completing quality control checks on data that P&P officers enter on interstate offenders.

Often, more violent or untreated offenders are released into the community. Supervision of all offenders crossing state lines is critical and can only be successful when each offender is

provided the same degree and intensity of supervision in the receiving state as in his or her home state. Compact policy dictates that a receiving state is not expected to do more or less for an out-of-state case than it does for its own cases. Offenders are encouraged to pay restitution and complete treatment requirements. Measures are taken when offenders fail to comply.

Many offenders successfully complete their sentences while in Montana. Those that re-offend or violate conditions of their sentences are often returned to the sentencing state or are sentenced to jail or prison. Many Montana offenders residing in other states also successfully complete their sentences. Though there is no perfect solution to preventing crime, if policies and procedures are enforced to provide supervision and hold offenders accountable, many of them will successfully complete their sentences.

## **STATISTICS**

Many more Montana offenders relocate to other states than offenders who move to Montana.

A total of 520 Montana offenders applied to transfer out of state during fiscal year 2009, with 434 paying the application fee. Of these offenders, 380 (73 percent) were accepted for a transfer under the compact. During this same time, 372 out-of-state offenders applied to transfer to Montana, and 216 (58 percent) were accepted and transferred.

During fiscal year 2010, 579 Montana offenders applied to transfer out-of-state with 486 paying the application fee. Of these, 430 (74 percent) were accepted for transfer under the compact. Out-of-state offenders who applied to transfer to Montana totaled 350, and 251 (72 percent) were accepted and transferred to our state.



## **MISSOULA ASSESSMENT & SANCTION CENTER (MASC)**



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## **PROGRAM HISTORY**

The Missoula Assessment & Sanction Center (MASC) is a 144-bed correctional assessment facility for adult male offenders operating within the Missoula County Detention Facility (MCDF). MASC began operation in February 2003 to assist the DOC in effectively placing offenders committed to the DOC in appropriate ACCD facilities or programs at a lower cost, while providing them with treatment opportunities which will make them more acceptable to ACCD programs. The facility functions as a unit of the ACCD.

MASC has four full-time state employees, four contracted personnel and two MCDF employees dedicated to MASC. MCDF also provides detention officers to operate the MASC unit, using three officers per shift with back-up from other MCDF units if needed.

## **GOALS, MISSION, PURPOSE**

The mission of MASC is to provide alternatives to prison for DOC commitments without compromising the safety of Montana communities, to assess offenders' needs, and to facilitate placements and program referrals which may enhance offenders' success in the community.

## **ELIGIBILITY REQUIREMENTS**

Offenders housed at MASC are either committed to the DOC by a judge or placed at the center by a P&P hearings officer. Due to the short length of stay and eligibility constrictions, only a select number of offenders are chosen for programming. The challenge MASC faces is assessing each offender's risks and needs in order to determine the appropriate community placement.

## **COST OF SUPERVISION**

MASC aims to place as many offenders as possible in lower-cost community programs in lieu of long-term, secure-care facilities. MASC's cost per day is \$56.75 per offender, which is the negotiated contract rates without outside medical or administrative costs added in.

## **FUNCTIONS OF PROGRAM**

The program provides offender assessment, treatment and accountability, and ensures that DOC-committed offenders are appropriately placed in either an ACCD program or a secure-care correctional facility. MASC has four months to assess and place the individual offender; therefore, the programs are short-term and concise. If placement is not possible in that time, the offender is considered for transfer to MSP. When MASC was established, a 50 percent diversion rate was acceptable – one offender to the community and one to prison. However, MASC has surpassed that goal by diverting 77 percent of offenders to community programs.

## **SERVICES**

MASC has three units, two of which work in conjunction with each other while the third operates independently.

### **HOLDING UNIT**

This unit is designed for offenders who have been pre-screened and accepted into an ACCD program such as Connection Corrections, WATCH, prerelease, TSCTC, NEXUS, ISP or conditionally released, and are waiting to be placed in the respective program.

## **ASSESSMENT UNIT**

This unit is comprised of evaluation (testing), assessment and treatment programming. Programming consists of individual and/or group counseling. Offenders in this unit may have been screened by an ACCD program, but for various reasons were not acceptable for placement at the time of screening. Others may not have been screened, but if MASC's screening committee has determined that an offender is prepared for community placement, it will submit an application on behalf of the offender.

Offenders are evaluated by the MASC screening committee and directed to appropriate programming. The offender's time at MASC may be extended while he receives programming necessary for compatible community placement. During this time, he will attend counseling sessions, classes and short-term programming. If an offender is found in need of additional treatment/programming, a referral will be made prior to transfer to the community.

Offenders in holding or assessment are capable of being moved from one status to the other depending on their assessments and behavior while at MASC and/or their community placement status. An offender who is found unsuitable for community placement will be transferred to MSP as soon as possible.

Treatment programs offered are:

- ❖ Chemical dependency – individual and group sessions
- ❖ Mental health – individual sessions
- ❖ Sexual offender, phase I – individual and group sessions
- ❖ Cognitive principles and restructuring – group sessions
- ❖ Pre-TSCTC - group sessions

## **SANCTION UNIT**

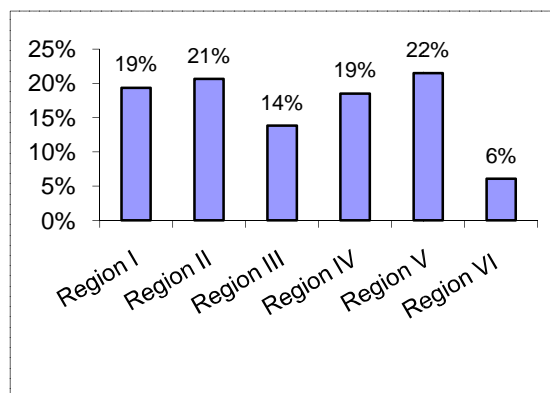
This unit operates independently from the others. It allows P&P hearings officers to place an offender in the unit for up to four weeks to serve a sanction in lieu of sending the offender to prison or a higher-cost facility for violations of community placement rules. In the case of probation violators, an offender may only be placed for a term of 30 days from the date of the hearing and/or placement in confinement. Offenders on sanction status have restricted contact with the DOC offenders in the unit. At present, MASC only accepts sanctions from Regions I and V, as the other regions send sanctioned offenders to START.

## **STATISTICS**

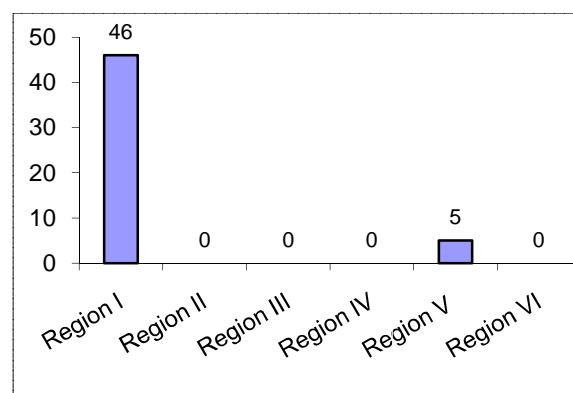
Offenders processed through MASC (July 1, 2008 – June 30, 2010):	1,446
Chemical dependency assessments:	700
Mental health assessments:	308
Youthful offender assessments (added in June 2008):	4
Sex offender assessments (added in April 2005):	112
Offenders placed in ACCD programs:	1,021
Offenders placed at MSP:	292
Offenders placed on conditional release:	4
Offenders placed at PRC:	134
Offender placed at CCP: (followed by PRC placement, which MASC arranges)	358
Offenders placed at TSCTC:	173

Offenders placed on ISP:	11
Offenders placed at WATCH:	252
Offenders placed at NEXUS:	76
Other placements (federal/court/county detention/releases):	13
Current population at MASC (as of 08/12/10, changes daily):	139
Sanction referrals to MASC:	51
Average length of stay:	76 days
Sanctions length of stay:	21 days
On average, 15-25 offenders are processed in and out of MASC per week.	

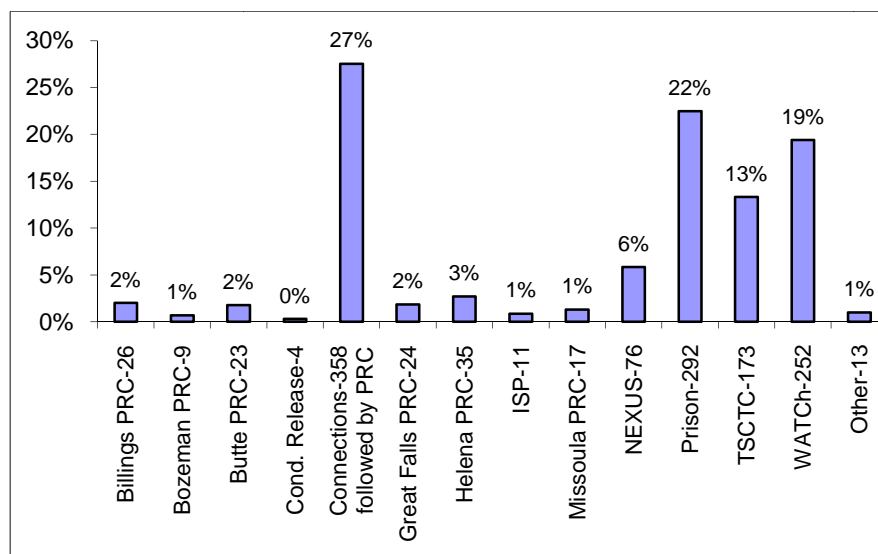
**Assessments/Holds to MASC by P&P Region**



**Sanction Referrals by P&P Region (51 total)**



**Placement of Offenders from MASC**



# **TREASURE STATE CORRECTIONAL TRAINING CENTER Boot Camp Program**



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## **PROGRAM HISTORY**



Treasure State Correctional Training Center (TSCTC) was established in July 1993 in the Swan Valley as an alternative to long-term incarceration, a method of reducing the long-term cost of keeping selected offenders incarcerated, a positive atmosphere for change and, most importantly, an opportunity to reduce the number of crime victims. The “boot camp” moved to a site near MSP in October 1997, and accepted the first group of offenders the following month.

## **GOALS, MISSION, PURPOSE**

TSCTC is a holistic environment geared toward positive change, self-respect, discipline, accountability and responsibility. It is a correctional military program with emphasis on treatment counseling as well as military bearing, drill, and ceremony. The goal is to change the criminal thinking patterns of men in order for them to become safe, contributing members of society. Trainees are not touched, sworn at or abused. They are verbally confronted, and often. They will be expected to perform duties and physical exercise they never thought possible. They can build self-respect and integrity. A trainee who pays attention, internalizes the program, and makes the *commitment to change* can graduate and become a solid citizen.

"I will take the credit or the blame for my actions." This statement of accountability is one of the foundations of the program. Holding offenders accountable for the harm they have done to others is a fundamental goal of the program.

**MISSION STATEMENT:** Treasure State Correctional Training Center promotes the mission of the Adult Community Corrections Division by inspiring offenders to have courage to change by using effective evidence-based programming including victim impact, restorative justice principles and professional staff to successfully reintegrate offenders to society to earn the trust of the citizens of Montana.

### **CTC Creed:**

Be careful of your thoughts  
For your thoughts become your words.

Be careful of your words  
For your words become your actions.

Be careful of your actions  
For your actions become your habits.

Be careful of your habits  
For your habits become your character.

Be careful of your character  
For your character becomes your destiny.

## **ELIGIBILITY REQUIREMENTS**

Offenders who volunteer for the program are initially reviewed by the program's institutional P&P officer, who verifies eligibility requirements have been met. To be eligible, an offender:

1. Must be convicted of a felony offense other than that punishable by a death sentence;
2. Must not have outstanding warrants or detainer;
3. Must pass a physical exam and ensure sufficient health for participation; and
4. May not have been admitted to the program more than twice.

If the offender meets the eligibility requirements, his case is presented to the program's screening committee which is comprised of the local sheriff, a community member, and TSCTC and department staff. The committee completes another in-depth review of the offender's criminal case and involvement with the criminal justice system.

Offenders screened for the program are referred from a broad range of correctional entities: Montana State Prison, regional prisons, DOC placements, and referrals from P&P officers and District Courts for individuals on probationary status.

All offenders accepted into the program must have a recommendation from their sentencing judge, Board of Pardons and Parole or the department. Statutes do not allow the courts to make direct commitments to the program; however, the court may recommend an offender for the program. Placement is contingent upon the offender meeting the eligibility requirements criteria and receiving approval of the screening committee.

## **COST OF SUPERVISION**

TSCTC's daily cost is \$91.42 per offender (does not include administrative costs), with an average length of stay of 105 days, which results in a typical cost per stay of \$9,599.

## **CAPACITY**

TSCTC was designed to accommodate 60 offenders. The average daily population was 55 in fiscal year 2009 and 54 in fiscal year 2010.

## **FUNCTIONS OF PROGRAM**

Offenders are held to strict standards of discipline. Rules are enforced quickly with immediate consequences. The program strives to make offenders learn to follow the rules; however, learning discipline by itself does not prevent offenders from victimizing others again. Enforcing strict discipline adds stress that is used to create receptiveness in offenders. With the improved receptiveness, offenders then attend treatment programs.

## **SERVICES**

### **TREATMENT**

Offenders are required to participate in all treatment and education programs. If an offender has a high school diploma or a GED, and tests below the seventh grade level, he is required to participate in the GED program. If an offender does not have a GED or high school diploma, he must prepare for and, if possible, complete the GED examination.

Programs include (see Appendix for descriptions):

- Accountability and relapse prevention
- Anger management
- Victimology/Victim impact
- Cognitive principles and restructuring
- Parenting
- Substance abuse

TSCTC instills teamwork, accountability, anger control, integrity, work ethics, attention to details, and a sense of helping others that are in need. This is done at all times by directing the activities of trainees, ensuring they use the knowledge they have been learning in groups.

## **COMMUNITY SERVICE**

Work details are a daily part of the program and consist of keeping the barracks spotless; performing all grounds maintenance, including hand sweeping or shoveling of snow, hand weeding and mowing (rotary mowers); and meal cleanup.

Trainees who have reached a high level of trust and commitment in the program may be assigned to community work details. Projects such as weed control on school grounds, clean up of public parks or waterways, etc., are coordinated between the staff and various community members. These are highly visible jobs that provide the community the opportunity to observe the trainees working in a disciplined and ethical manner.

Each fall, wood is donated to TSCTC by Sun Mountain Lumber. Trainees chop the wood and deliver it to the area's needy and elderly citizens. The program falls under the department's policy of restorative justice and gives trainees the opportunity to help someone else.

## **MONITORING PROGRESS**

The program has five phases. Intake occurs every third Wednesday, and graduations occur almost weekly depending on when offenders' individual program requirements are satisfied. Four squads are in different phases of the program at all times. Offenders do not necessarily stay with the same squad as when they arrived. An offender may be demoted to a lower squad depending on attitude, progress and discipline. Each phase has minimum standards that must be satisfied before progressing to the next phase, and the program's review team evaluates offenders' progress. The team reviews all written documentation and listens to oral reports from program facilitators and drill staff when determining whether an offender should advance or regress in the program. Offenders are given the opportunity to address the program review team and discuss their progress.

## **AFTERCARE**

The Great Falls Transition Center provides a residential 30-bed program devoted to preparing graduates, known as "booters," for progressively increased responsibility and freedom in the community.

The Great Falls Prerelease Booter AfterCare Program was designed to deliver follow-up services to assist booters in internalizing the boot camp's philosophies, disciplines and tools. The residential 90-day program builds upon the TSCTC experience while providing a re-introduction to societal living. A secondary benefit of the program allows for community release planning and timely submission of applicable release documentation. Aftercare provides the vital link between TSCTC and the community by employing a mix of intensive community surveillance, services and individual case planning.

The Booter AfterCare Program is located in the west campus of the Great Falls Transition Center and was founded in response to the DOC's request for a specialized, short-term residency program with emphasis on treatment, to include advanced living skills, cognitive restructuring, substance relapse prevention, and community reintegration. The first six booters were received in October 1993 and since that time more than 1,200 have reported for services. Aftercare remains one of the nation's few such programs of a residential nature and is proud to be on the cutting edge of correctional ideology.

While at aftercare, booters maintain productive weeks consisting of a minimum of five productive days with assignment to either spot jobs (paid employment) or community service.

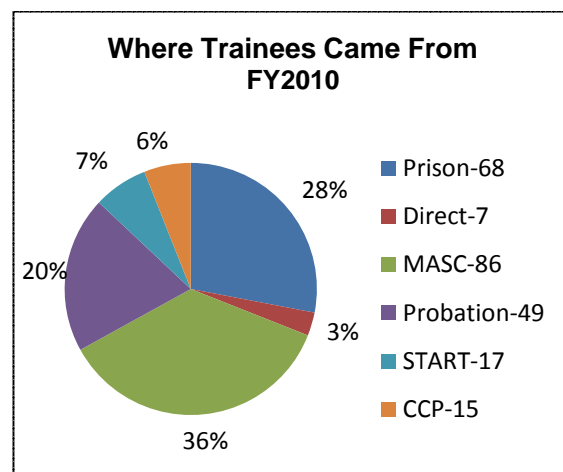
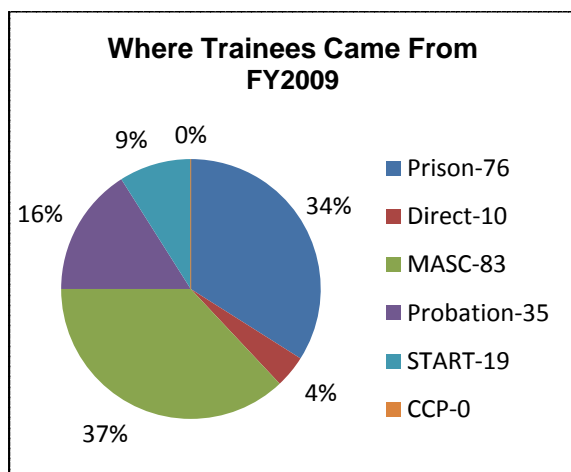
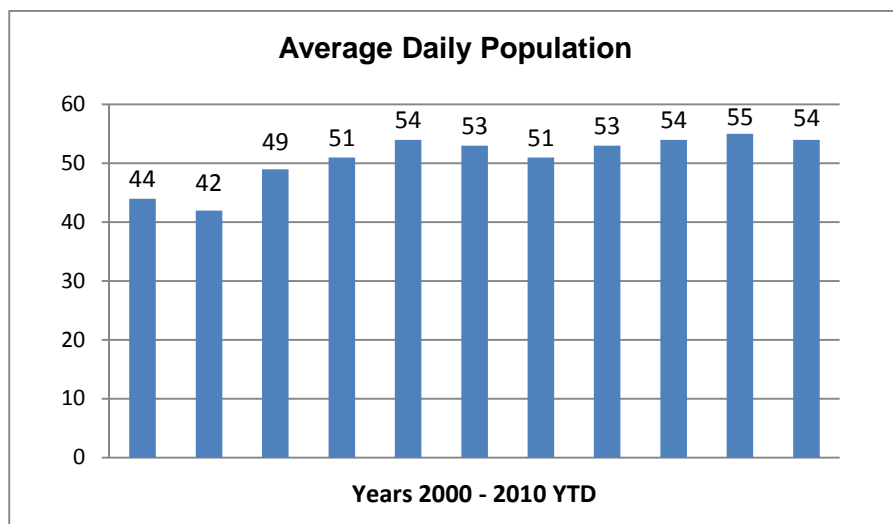


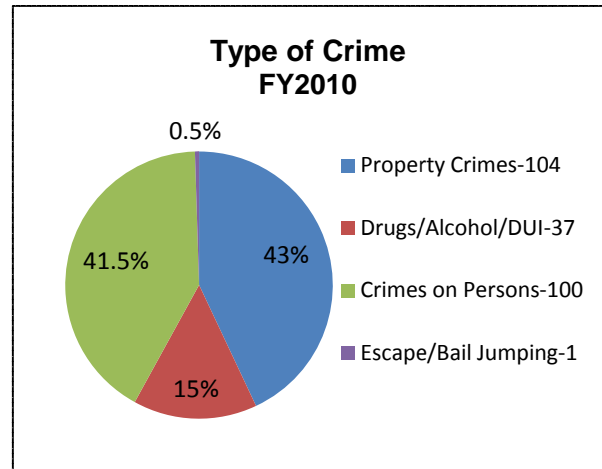
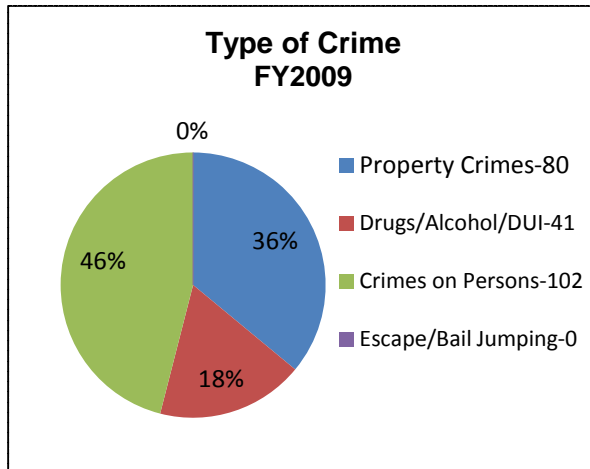
Each booter must provide a minimum of 10 hours per week towards the community service requirement and an additional 10 hours of physical training to help maintain physical conditioning and health status achieved while at TSCTC.

## **STATISTICS**

### **Boot Camp Program**

	<u><b>FY 2009</b></u>	<u><b>FY 2010</b></u>
Number of graduates:	144	143
Average graduate length of stay:	108 days	105 days
Average age:	24	24





**AfterCare Program**  
**July 2008 through June 2010**

Number of graduates:	196
Failures:	31 (15%)
Average graduate length of stay:	89 days

## **PRERELEASE CENTERS**



## **FACILITIES PROGRAM BUREAU**

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## **PROGRAM HISTORY**

Prerelease centers are community-based correctional facilities operated by non-profit Montana corporations under contract with the Montana DOC. The facilities provide supervision, guidance and counseling; assistance in finding jobs; and training in life skills. PRCs provide services for adult male and female offenders released from MSP and MWP, committed into the custody of the DOC, or are parole violators requiring a less-restricted setting than prison.

In response to prison crowding, prerelease contracts require that 50 percent of center beds be filled with offenders coming from prison.

Six PRC programs operate in Montana:

### **Alternatives, Inc. – Alpha House PRC and Passages PRC**

Alternatives, Inc., a non-profit corporation based in Billings, operates the Alpha House community corrections facility for men, which opened in 1980, and the Passages center for women, which opened in January 2007. Both facilities are located in Billings.

### **Community, Counseling and Correctional Services, Inc. (CCCS) – Butte PRC and Gallatin County Re-entry Program**

CCCS is headquartered in Butte and operates the Butte Prerelease Center for men and the Women's Transitional Center, also in Butte. The men's center opened in December 1983 and the women's center in July 1992.

The Gallatin County Re-entry Program in Bozeman, also operated by CCCS, has operated since December 2005 and embraces a treatment-based model that encourages chemical and crime-free recovery for residents.

### **Great Falls Transition Center**

The center opened as a facility for males in March 1984. It expanded in 1996 to include capacity for female offenders. The men's center is a two-story, 37,500 square-foot facility, and the women's center is a one-level, 10,340 square-foot facility.

### **Helena Prerelease Center**

Boyd Andrew Community Services opened the Helena Prerelease Center in June 2001 to provide guidance for male offenders as they transition to the community.

### **Missoula Correctional Services Inc. (MCS)**

In 1994, MCS took over the former state facility serving male offenders. MCS included female offenders when it moved into a new building in 1999.

The 2007 Legislature authorized the creation of a PRC in northwestern Montana. Flathead County is the fourth-largest contributor to corrections with more than 1,300 offenders in the system. A contract to build and operate a 40-bed center on a site chosen in the Kalispell area was awarded to CCCS. However, a survey of nearby property owners found opposition to the preferred location, therefore, a new site must be found.

In April 2004, due to on-going demands for PRC bed space, the ACCD implemented a 180-day length-of-stay limit for all offenders residing in the centers. This limit requires that if a case manager from a PRC determines a need to extend an offender's stay beyond the typical stay, a written request for approval must be submitted to the division. The request must specifically explain reasons for the extension, which may include disciplinary sanctions, failure to complete programming, court orders and employment difficulties.

The average lengths of stay in days for an offender in PRC during the past four years:

<b>FISCAL YEAR</b>	<b>MALES</b>	<b>FEMALES</b>
2007	192	177
2008	199	210
2009	190	199
2010	178	172

## **GOALS, MISSION, PURPOSE**

PRCs operate to ensure community safety while holding offenders accountable, offer an opportunity for rehabilitation, and provide the best guidance possible for offenders to return to a normal life, regain dignity, and fulfill their promises. The programs offer an alternative to the direct release of the offender from prison or jail to the community and give the person an opportunity to adjust to the community in a gradual, controlled manner. Transitional steps are provided to prepare the offender for release into society.

Offenders participating in a PRC program are expected to find jobs to help support their family. They also help pay for medical expenses, make restitution payments, pay court fines and taxes, and save money for release. This policy helps hold offenders accountable and empowers them in accepting responsibility.

## **ELIGIBILITY REQUIREMENTS**

Offenders incarcerated at MSP, MWP, and regional and private prisons are screened by a state screening committee which includes representatives from the prison, the Board of Pardons and Parole, and an institutional P&P officer.

The process includes personal interviews with eligible offenders by the screening committee, a careful review of the criminal history, and offenders' conduct at the institution. The intent of the screening process is to assess whether an offender's placement in the community will jeopardize public safety, to determine the appropriateness of the offender for a community setting, and to help determine an offender's chances of success in a PRC program.

When an offender is approved by the state screening committee for referral to a PRC, information is forwarded to the PRC for a thorough review by a local screening committee. Such committees are community-based teams and typically include a representative from the PRC, a member of the PRC's board of directors, a P&P officer, representatives from local law enforcement, and a local citizen.

Offenders committed into the custody of the DOC may be referred to a PRC program in lieu of being incarcerated in prison. If an offender is appropriate for PRC placement, the P&P bureau sends information about the offender to the PRC for a review and decision by the screening committee.

Offenders violating their parole also may be recommended for PRC rather than return to prison. The hearings officer and BOPP makes this determination with input provided by the offender's P&P officer and the PRC's local screening committee.

Current requirements are:

1. Offenders must be at least 18 years of age and within 12–24 months of parole eligibility or discharge.
2. Offenders making application shall not have medical or psychological problems that require hospitalization or extensive and costly community-based care. If an offender placed in a PRC has medical or psychological problems requiring treatment beyond what the offender can afford to pay, the offender may be returned to a state correctional facility for treatment.

3. Offenders shall be physically and mentally capable of work and/or educational or vocational training. If unable to work, offenders must be able to financially subsidize their stay at the PRC. Offenders with disabilities shall not be discriminated against, however, they must be able to financially subsidize their stay at the PRC to the same extent that any other offender would be required to do, or request a waiver of contribution from the DOC.
4. Offenders in need of treatment must consent to outpatient treatment in the community. Offenders will be required to pay for all treatment costs, if they are financially able.
5. Offenders with detainers shall secure verification that the detainers are resolved to the satisfaction of the state correctional facility and the division before referral to a PRC.
6. Offenders shall be free of felony escape convictions for a minimum of three years before being considered for referral and/or placement at a PRC.

Factors such as escape history, detention, increase in custody, or previous conduct at a PRC may be considered in determining the appropriateness of any offender placement.

### **COST OF SUPERVISION**

With the offender population continuing to grow, it is necessary to implement measures to prevent prison overcrowding, lower recidivism rates, and promote public safety. While no single part of the corrections system can provide a complete solution to each of the challenges, PRC programs respond to these issues and are an important element of effective corrections management. The average daily cost for an offender in a PRC is \$59.36 for women and \$69.17 for men. These are based on the negotiated contract rates without outside medical or administrative costs added in.

A \$14 daily room-and-board charge is assessed to each offender so they can help share the burden of the cost of their incarceration. In fiscal year 2010, offenders paid **\$3,750,662** toward room and board.

Billings	\$ 753,786	Helena	\$ 472,746
Bozeman	\$ 144,698	Missoula	\$ 456,062
Butte	\$ 773,538	Passages	\$ 390,969
Great Falls	\$ 758,863		

### **CAPACITY**

Center	Male Beds	Female Beds	Total	*TLP Slots	**ESP
Billings	157	0	157	20	40
Bozeman	30	0	30	5	16
Butte	120	55	175	20	16
Great Falls	135	34	169	10	22
Helena	92	0	92	10	16
Missoula	90	20	110	12	12
Passages	0	65	65	8	0
<b>Totals</b>	<b>624</b>	<b>174</b>	<b>798</b>	<b>85</b>	<b>122</b>

\* Transitional Living Program

\*\* Enhanced Supervision Program

## **FUNCTIONS OF PRERELEASE PROGRAMS**

To accomplish the goals of PRC, the following functions have been identified:

- ❖ Providing alternatives to direct release from correctional institutions which assist with the transition from prison into the community;
- ❖ Meeting the supervision and control needs of offenders in a community-based correctional setting that permits them to participate in activities that would otherwise not be available in confinement;
- ❖ Establishing and maintaining a continuum of programming through formal and informal links to services provided, which are listed below; and
- ❖ Providing a stable foundation from which individuals may leave the correctional system prepared to handle their responsibilities in the community.

## **SERVICES**

**TREATMENT AND PROGRAMMING** (See Appendix for descriptions.)

- Cognitive principles and restructuring
- Chemical dependency
- Parenting
- Anger management
- Community service
- GED/tutoring/testing
- Native American services
- Family relationships
- Life skills – geared towards cultivating outside resources.
- Counseling – pastoral, employment and veterans
- Continuing care program – relapse prevention, coping techniques, and finding health support systems.

## **SECURITY MEASURES**

A very high percentage of offenders entering a PRC program have been involved in drug-related crimes and have a history of chemical dependency. As a result of the high percentage of chemical abuse, the PRCs have on-site drug and alcohol testing, and offenders are required to provide urine and breath samples upon request. Generally, any sample determined to be positive for alcohol or a controlled substance is cause for a due process hearing.

Offenders are also subject to room, vehicle and personal searches. These searches are a means to control offender property and guard against theft, both in the facility as well as in the community. Offenders are required to develop weekly plans for all money spent in the community. This budget planning is designed to provide a safeguard against misuse of allocated funds. Twenty-four hour agendas are planned by each offender with assistance from a counselor, and monitored by PRC personnel using random “spot checks” and telephone checks.

## **OTHER SERVICES**

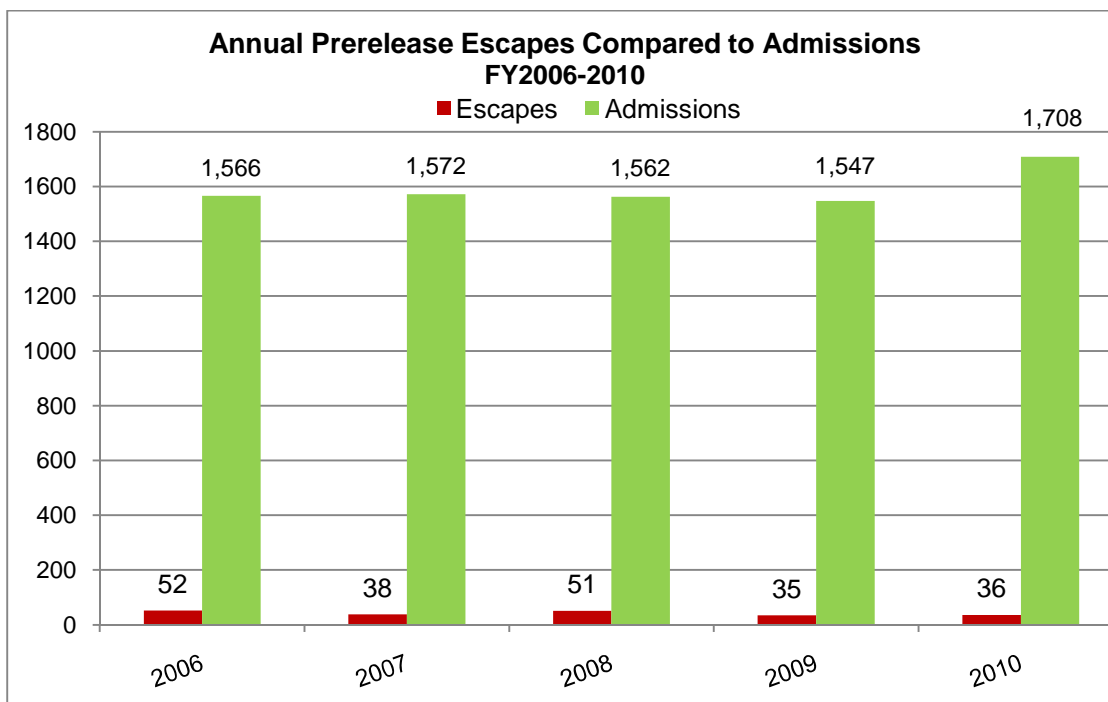
### **Transitional Living Program (TLP)**

The DOC offers this program for adult offenders who have completed the residential phase of a PRC program. These offenders reside in the community at an approved residence and report to the PRC daily at a time established by a counselor. Offenders participating in the program complete a 24-hour itinerary and are monitored daily by PRC personnel. TLP allows offenders the opportunity to safely integrate back into the community, assume increased personal responsibility, and ensure, to the greatest extent possible, the safety and welfare of the community.

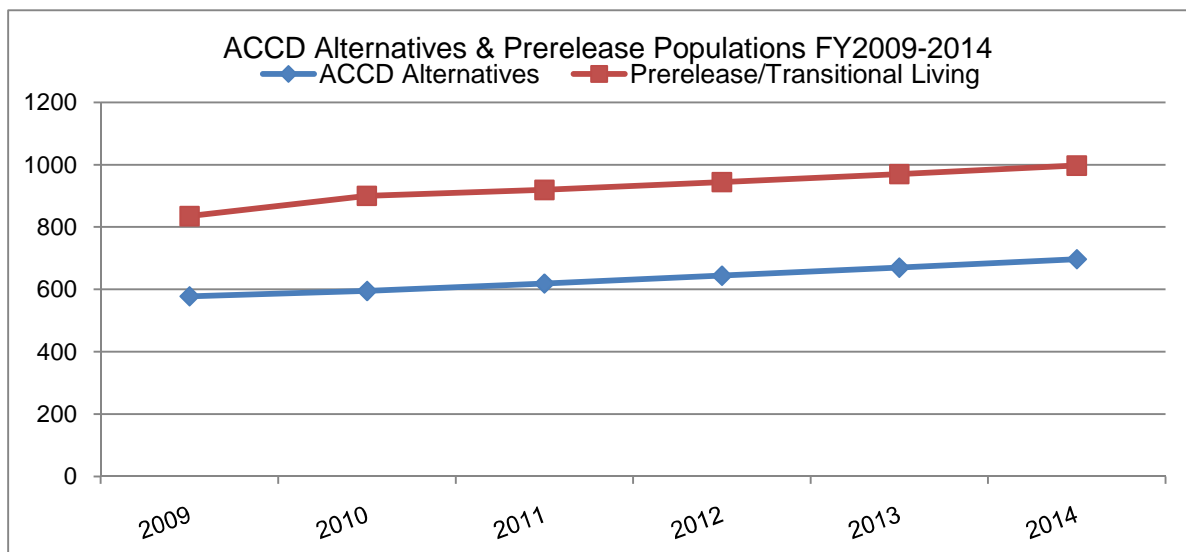
## Enhanced Supervision Program (ESP)

ESP is a resource of the PRC and is an effective way for P&P officers to manage high-risk offenders in the community. Case managers test offenders' breath and urine for drugs at the PRC, handle daily check-ins, and have weekly meetings with P&P officers.

### STATISTICS



PRCs currently provide space for 800 offenders. Because a typical stay is 180 days in length, approximately **1,600** offenders go through PRC programs per year. Walk-aways typically occur from the offender's employment site or enroute to and from the employment site and in-between PRC movement counts. The re-apprehension rate of escapees has been 97% for these past five years.





**PRC Rainbow Book Legislative Statistics – FY 2009**

	Paid for Rm & Board	Offender Earnings	Restitution Fees	Income Tax Paid	Community Service Hrs	Paid for Medical Exp	Employment Hours	Paid for Family Child Support
BILLINGS	\$758,405	\$2,512,172	\$80,461	\$356,187	n/a	\$96,671	297,089	\$86,228
BOZEMAN	\$163,593	\$468,808	\$24,255	\$184,789	5,033	\$12,968	50,258	\$43,268
BUTTE	\$730,704	\$1,656,049	\$18,741	\$180,452	16,507	\$70,159	339,000	\$118,772
GREAT FALLS	\$697,583	\$1,774,224	\$40,068	\$609,336	17,075	\$11,667	233,218	\$104,150
HELENA	\$440,986	\$1,082,812	\$58,381	\$146,809	1,747	\$18,106	128,056	\$92,364
MISSOULA	\$381,188	\$1,283,769	\$14,983	\$375,920	224	\$17,318	115,979	\$22,223
PASSAGES	\$316,113	\$685,792	\$24,842	\$103,324	0	\$23,558	86,605	\$8,377
<b>TOTALS</b>	<b>\$3,488,572</b>	<b>\$9,463,626</b>	<b>\$261,731</b>	<b>\$1,956,817</b>	<b>40,586</b>	<b>\$250,447</b>	<b>1,250,205</b>	<b>\$475,382</b>

**PRC Rainbow Book Legislative Statistics – FY 2010**

	Paid for Rm & Board	Offender Earnings	Restitution Fees	Income Tax Paid	Community Service Hrs	Paid for Medical Exp	Employment Hours	Paid for Family Child Support
BILLINGS	\$753,786	\$2,393,345	\$62,269	\$370,698	n/a	\$107,424	278,647	\$49,254
BOZEMAN	\$144,698	\$284,706	\$3,757	\$45,899	4,876	\$3,403	30,959	\$15,454
BUTTE	\$773,538	\$1,465,073	\$12,615	\$112,605	13,816	\$73,782	351,000	\$86,826
GREAT FALLS	\$758,863	\$1,718,854	\$51,630	\$596,920	28,577	\$17,819	221,771	\$49,382
HELENA	\$472,746	\$1,048,488	\$44,220	\$126,373	2571	\$12,416	149,584	\$98,914
MISSOULA	\$456,062	\$1,178,307	\$14,434	\$345,037	591	\$15,132	125,980	\$8,078
PASSAGES	\$390,969	\$826,946	\$22,921	\$134,502	0	\$16,122	105,137	\$3,248
<b>TOTALS</b>	<b>\$3,750,662</b>	<b>\$8,915,719</b>	<b>\$211,846</b>	<b>\$1,732,034</b>	<b>50,431</b>	<b>\$246,098</b>	<b>1,263,078</b>	<b>\$311,156</b>



## **TREATMENT PROGRAMS**



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## **Warm Springs Addictions Treatment & Change Program Fourth and Subsequent Felony DUI Program**



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## **PROGRAM HISTORY**

A 2001 law change allowed the Department of Corrections to provide an alternative, proactive response to traditional sentencing for those convicted of felony drunken driving by placing them in a treatment facility rather than prison. The sentence is for 13 months. If an offender successfully completes the six-month program, the remaining seven months may be served on probation. Offenders who do not participate, or are deemed inappropriate for treatment in a modified therapeutic community, are placed at a state prison or jail for 13 months.

The WATCH West program opened in February 2002 at Warm Springs as a partnership between Community, Counseling and Correctional Services, Inc. (CCCS) and the DOC. On February 1, 2005, through a cooperative effort with the community of Glendive, the DOC and CCCS, WATCH East opened its doors to 40 offenders who transferred from WATCH West.

## **GOALS, MISSION, PURPOSE**

The WATCH program is an intensive six-month addictions treatment curriculum based on modifying thoughts, assumptions, beliefs and behaviors. The goal is to assist offenders in the development of the skills necessary to create pro-social change, reduce anti-social thinking, criminal behavior patterns and the negative effects of chemical addictions while integrating more fully into society. Effective treatment for felony DUI (four or more convictions) can be part of the solution for reducing DUI arrests.

Research indicates that the most promising approach to substance abuse treatment is the modified therapeutic community model. The program believes that treatment strategies for achieving increased self-regulation for chemical abuse and criminal conduct must be made to fit the offender's level of awareness, cognitive development, and determination to change disruptive patterns of thought and behavior.

At WATCH, staff use the appropriate strategies at the particular stages of each offender's process of change. It is believed that self improvement and change involves developing the motivation to change. Once the therapeutic alliance is forged, self-regulating skills may then be learned through motivational counseling, therapeutic confrontation and reinforcement of life-enhancing behavior. Effective treatment must integrate the principles of both therapeutic and correctional treatment models.

## **ELIGIBILITY REQUIREMENTS**

The contract between DOC and CCCS requires a screening committee determine acceptance into the WATCH program. Generally, all offenders convicted of a felony DUI are accepted; however, several exclusions may apply, such as a history of violence, or medical or mental health conditions impacting the offender's ability to participate in the program.

Only male felony DUI offenders are accepted into WATCH West. The screening committee is comprised of two representatives from WATCH West, two from the DOC and one from the Montana State Hospital.

All female felony DUI offenders in Montana and male felony DUI offenders from the eastern part of the state are screened for admission to WATCH East. Male offenders from other areas in Montana are also screened and accepted as space allows. The screening committee is comprised of a law enforcement officer, a P&P officer, a representative of the Glendive community in general, a resident of the neighborhood where the facility is located, and the WATCH East administrator.

## **COST/CAPACITY**

WATCH West has a capacity of 115 offenders. The cost for each of these offenders and workers is \$58.86\* per day.

WATCH East has a capacity of 48 male and female offenders, and the DOC pays a daily rate of \$96.22\* per offender.

\*These are the negotiated contract rates without outside medical or administrative costs added.

## **FUNCTIONS OF PROGRAM**

WATCH is unique in its intensity and duration. Treatment includes a strong emphasis on criminal thinking errors, 12-step programming, relapse prevention, and skill building. The therapeutic community model simulates a healthy family environment and teaches the offenders to live together in a pro-social manner while holding themselves and others accountable. The modified therapeutic community model simulates a healthy population and uses community as a treatment method. Rules and roles for each offender, or “family member,” are well defined and must be followed by participants. WATCH encourages participants to play an active role in their recovery by accepting personal responsibility for their behavior and their life path. Offenders learn how to build a mature, responsible lifestyle characterized by adherence to a strict moral code of ethics and behavior. WATCH reduces recidivism and increases public safety, while saving lives and taxpayer dollars.

The program is followed by mandatory aftercare in the community.

## **SERVICES**

Within the first week of placement, a comprehensive assessment is completed to determine medical and mental health status, level of risk and risk factors for recidivism, level of substance abuse, and other factors needed to develop a comprehensive individualized treatment plan.

The therapeutic community is the cornerstone of the treatment model at WATCH, but an effective curriculum is also an important part of the treatment. Offenders are involved in treatment, programming, and groups for more than nine hours a day. The curriculum includes (see Appendix for descriptions):

- |  |                                    |
|--|------------------------------------|
| ❖ Modified therapeutic community model   | ❖ Men's issues (West)              |
| ❖ Chemical dependency programming        | ❖ Wells Toastmasters group (West)  |
| ❖ Cognitive principles and restructuring | ❖ Centurions (West)                |
| ❖ Criminal thinking errors               | ❖ Community Speakers Bureau (West) |
| ❖ Family relationships/parenting         | ❖ Men's Traditional Fathers (East) |
| ❖ Anger management                       | ❖ Co-dependency (East)             |
| ❖ Life skills and career development     | ❖ Women's Art Workshops (East)     |
| ❖ Grief groups                           | ❖ Thinking for Change (East)       |
| ❖ 12-step programming                    | ❖ GED classes (East)               |
| ❖ Negligent vehicular homicide group     | ❖ College classes through Dawson   |
| ❖ Victim issues/restorative justice      | Community College (East)           |
| ❖ Relapse prevention                     |                                    |

## **OTHER PROGRAM COMPONENTS**

- |                                      |  |
|--------------------------------------|--|
| • Urinalysis testing                 | • Optional Native American smudge ceremony                           |
| • DNA testing                        | • Optional Bible study and non-denominational Sunday church services |
| • System of incentives and sanctions |  |
| • Recreational programming           |  |

## **RECIDIVISM / PROGRAM EVALUATION**

Statistics show that, from February 2002 through June 2010, 88 offenders who had completed the WATCH West program received a new DUI conviction. This is 5 percent of offenders completing the program.

During fiscal years 2009 and 2010, of the 157 offenders who have successfully completed the WATCH East program, only four have been convicted of an additional DUI, for a success rate of over 97 percent. This level of success reflects significant progress in increasing public safety, saving lives and taxpayer dollars.

Program evaluation begins on the first day an offender arrives. Initially, evaluation efforts focus on the structure and process of the program itself. Progress through various phases and completion assignments is tracked throughout an offender's treatment experience. At WATCH East, each offender anonymously evaluates their treatment experience before leaving the program. Some of the comments made on the evaluation forms have included:

***"This is the best thing that has ever happened to me. I am truly grateful to have help to change my future for the better."***

***"I learned more than I ever imagined possible, all groups and classes were invaluable."***

***"The whole treatment experience is just what I needed and I will never look at life the same way. Now I know how to be healthy!"***

Following discharge, offenders are tracked using a variety of measures:

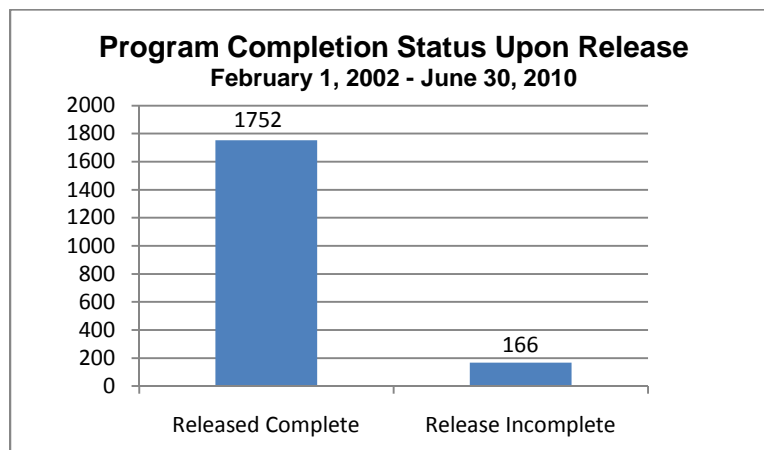
- Arrest data
- Technical violations
- Revocations
- Convictions
- Degree of compliance with the aftercare/  
discharge plan
- Payment of fines
- Continuity of care
- Sobriety or use information
- AA attendance
- Employment

Offenders successfully completing the program are tracked while on probation by using OMIS for convictions and technical violations and collecting information from P&P officers.

## **STATISTICS**

### **WATCH West**

Since the program's inception, 1,752 offenders have successfully completed the treatment.



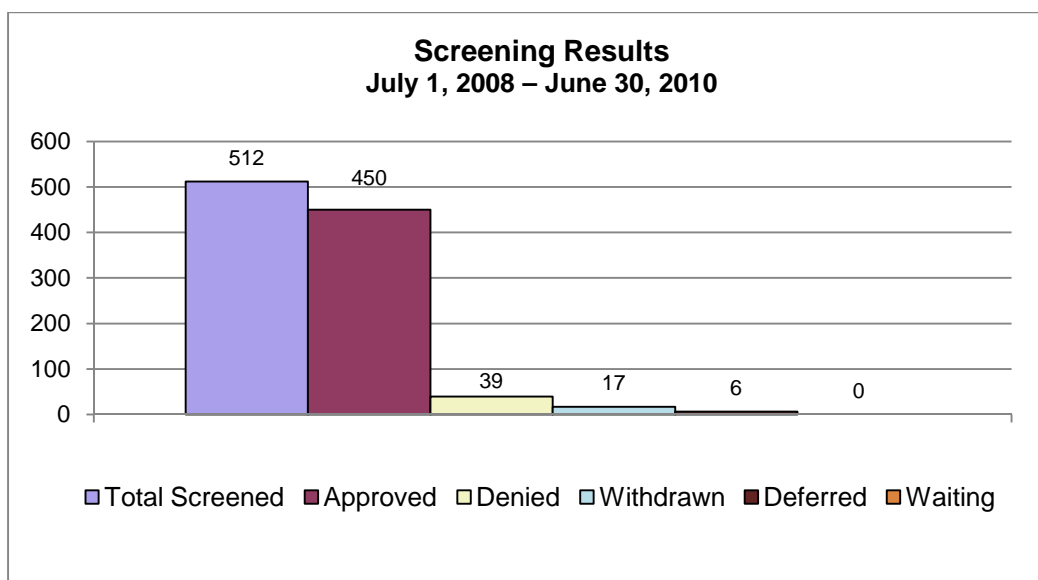


In the past two fiscal years, 401 offenders successfully completed treatment at WATCH West and returned to communities to be supervised by state P&P officers for the remainder of their sentences.

### Averages

- Age at admission: **36.78**
- BAC at time of arrest: **.196**
- Number of DUI'S: **5.13**
- Number of misdemeanors: **19.06**
- Number of felonies (includes current charges): **2.63**
- Number of prior outpatient treatments (before WATCH): **.83**
- Number of prior inpatient treatments (before WATCH): **1.01**
- Age of first use: **14.02**
- Level of education: **11.87**
- Number of dependents: **1.4**
- Length of stay to complete treatment: **183 days**
- Individuals with psychiatric conditions: **23.5%**
- Primary drug of choice: **Alcohol**
- Secondary drug of choice: **Marijuana**
- Tertiary drug of choice: **Methamphetamine**

### Screening and Waiting List



Total Approved: **98%** of total screened (July 1, 2008-June 30, 2010)

Number withdrawn: 3.32% of total screened

Number deferred: 1.17% of total screened

Number denied: 7.61% of total screened

- Due to criminal history: **21**
- Due to inappropriate sentence: **6**
- Medically inappropriate: **11**
- Refused Program: **1**

Total number of admissions to the program (July 1, 2008 – June 30, 2010): **473**

### Ethnicity

**358** Caucasian (75.7%)

**100** Native Americans (21.1%)

**13** Hispanic (2.8%)

**2** African American (0.4%)

## Post-treatment Information (February 1, 2002 – June 30, 2010)

Total Number of Releases: **1,918**

**1,752** (91.35%) of total released were treatment complete.

**166** (13.87%) of total released were for the following reasons:

84 Voluntarily resigned

4 Medical reasons

77 Discipline/Sanctions/Sentencing/Other

1 Due to death

## Other Information

For July 01, 2008 – June 30, 2010:

Number of Escapes: **0**

Number of Class I write-ups: **1** (formal)

Number of Positive Urinalysis: **0**

Number of Class II write-ups: **186**

Number of Positive Breath Analysis: **0**

Number of Class III write-ups: **181**

Overall Program Compliance:

2003 – **91.5%**

2006 – **71.0%**

2009 – **77.3%**

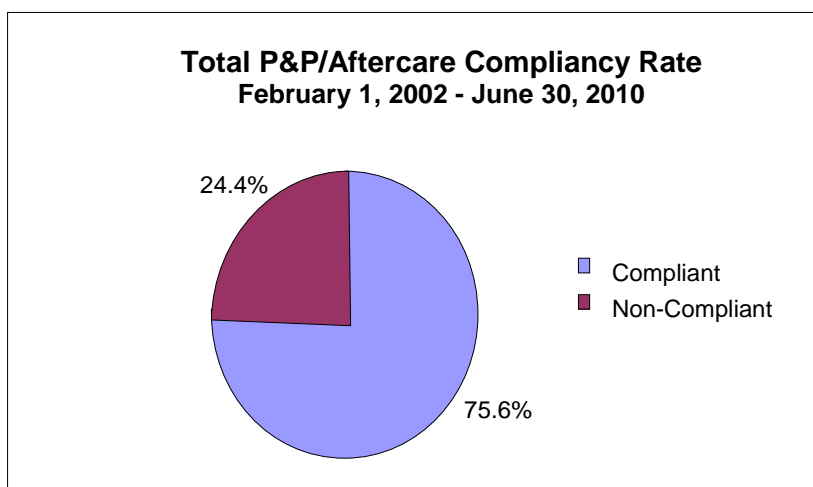
2004 – **70.9%**

2007 – **72.0%**

2010 – **74.0%**

2005 – **72.7%**

2008 – **75.0%**



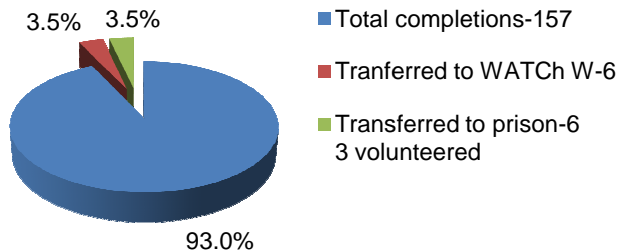
This data shows that WATCH West has significantly addressed this incredible problem in Montana. Less than six percent of all graduates have been sentenced for a new DUI offense. Even more significant is the fact that more than 75 percent of all graduates of the program have remained in total compliance with all of their court, aftercare and probationary conditions. The efficacy of WATCH West and the direct supervision of adult probation and parole have significantly increased the safety of Montanans at less cost than prison.

## WATCH East

Statistical data was compiled from July 1, 2008 through June 30, 2010.

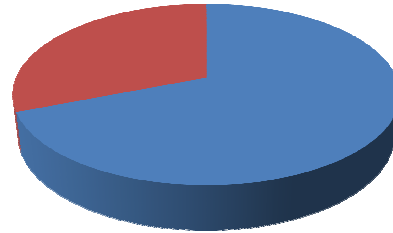
### Total Admissions - 217 Offenders

157 completions, 48 still in program



### Admissions by Gender

69% Male 31% Female



Preference is given to females since this is the only state-approved treatment facility for female felony DUI offenders. The greatest number of women participating in treatment at one time was 28 and the lowest number was 13.

### Ethnicity

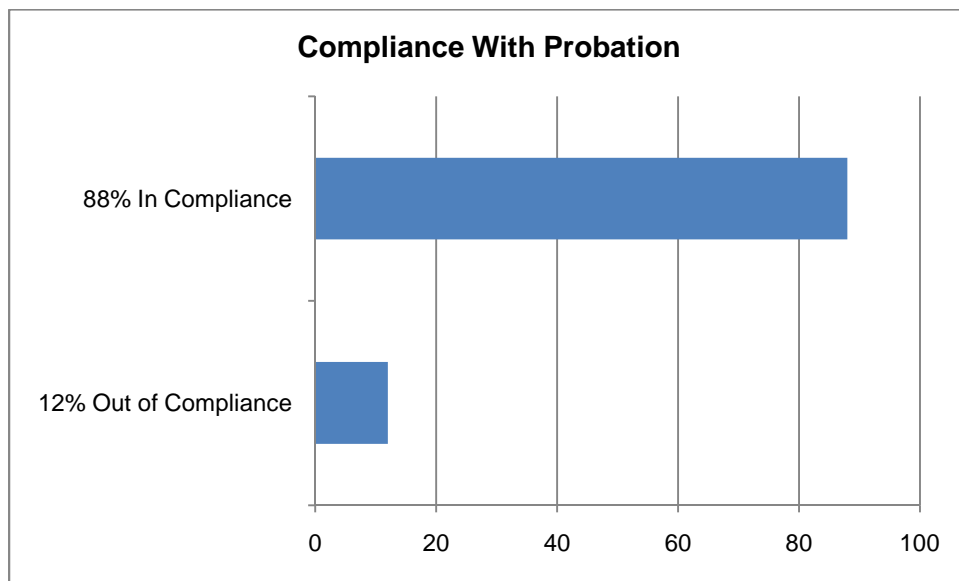
72% Caucasian

25% Native American

1% Hispanic

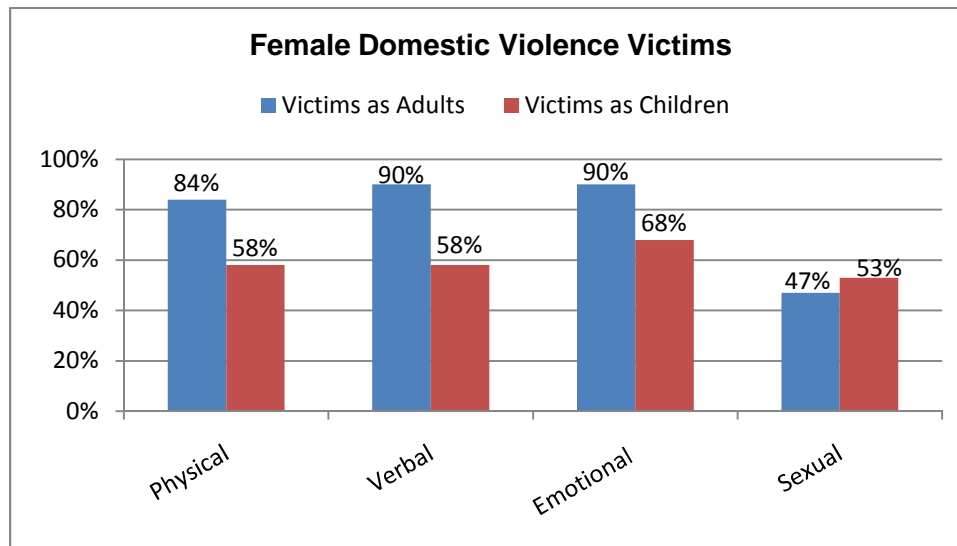
1% Polynesian

1% African American



Former offenders are monitored for more than new DUIs. They are tracked through biannual reports of P&P officers. Collective results indicate that 19 offenders are out of compliance with some aspect of their probation. Included in that number are the four who received a new DUI. The remaining 15 are not in compliance for a variety of reasons. They may be unemployed, not going to school, not paying their fines, not attending aftercare, driving without permission, using alcohol, or other rule violations. This means that 88 percent of WATCH East's successful graduates are in full compliance with all aspects of their probation – a clear indication of WATCH's effectiveness.

## Domestic Violence



The medical and counseling needs of the women at WATCH East exceed that of most males. In a recent survey, not only do the women have chronic alcohol abuse problems, but 22 out of 23 have been the victims of violence and abuse, many since childhood. The program has been tailored to recognize these issues and to empower women to break the cycle of violence.

# CONNECTIONS CORRECTIONS PROGRAM



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## **PROGRAM HISTORY**

The Connections Corrections Program (CCP), a 60 to 90-day residential chemical dependency treatment program, opened March 1998 in Butte as a 30-bed co-ed chemical dependency treatment facility designed to serve the state correctional population throughout the state. Today, the CCP facility has 42 beds for state offenders.

In February 2005, CCP expanded to a portion of the building housing WATCH West in Warm Springs, providing 40 more treatment beds for male offenders. Since then, 12 more beds have been added for a total capacity of 52 beds. P&P officers may use 10 of the beds to sanction offenders who violate conditions of their community placements.

In March 2007, CCP's Butte facility became an all-male program with the opening of the Passages female treatment program in Billings. During the summer of 2007, the Butte P&P office moved from the CCP building, allowing CCP to expand by occupying the entire floor.

## **GOALS, MISSION, PURPOSE**

As the level of services required to effectively treat offenders increases, both programs have evolved and changed over the years. They continue to provide evidenced-based curricula and methods of providing the best possible programming for a difficult population, while continuing to modify and strengthen the program with the latest practices.

## **ELIGIBILITY REQUIREMENTS**

Eligible offenders are those committed to the DOC with a recommendation and/or assessment for alcohol or drug treatment and offenders recommended by the BOPP who need alcohol or drug treatment before being approved for parole. All male parolees, conditional release and prerelease offenders who have received an intervention, on-site or disciplinary hearing through probation and parole may be placed in the sanction treatment beds at CCP in Warm Springs.

## **COST OF SUPERVISION**

The cost per day for an offender in CCP West is \$68.04. CCP Butte is \$76.63 per offender. These are the negotiated contract rates without outside medical or administrative costs added in.

## **CAPACITY**

The total capacity of CCP operations is 104 beds for male offenders.

## **FUNCTIONS OF PROGRAM**

Both CCP operations underwent changes with the adoption of the therapeutic community treatment model and are now unique community-correctional facilities that serve the needs of adult correctional populations who are chemically dependent. The program provides offenders with a full range of treatment services focusing not only on each offender's chemical dependency issue, but also on the underlying behavioral and dysfunctional thinking patterns which contribute to, or sustain, chemical use and result in criminal behavior.

## **SERVICES**

CCP incorporates groups and services that include the following (see Appendix for descriptions):

- ❖ Chemical dependency
- ❖ Thinking errors counseling
- ❖ Cognitive principles & restructuring
- ❖ Victimology
- ❖ Anger management
- ❖ Relapse prevention

## **STATISTICS**

Average statistics for CCP:

- Monthly individual counseling sessions: **180**
- Monthly chemical dependency group hours: **60**
- Monthly criminal thinking errors groups: **26**
- Monthly number of admissions and releases: **20**
- Monthly cognitive principles & restructuring groups: **26**
- Positive drug test results: **0 of 336**
- Escapes or escape attempts: **13**
- Monthly number of formal disciplinary hearings: **62**

Admissions to the combined programs, from March 3, 1998 through May 1, 2010, totaled 4,669 offenders. During this period, CCP saw a 91.8 percent program completion rate, with 4,284 offenders released to probation or parole, interstate supervision, ISP, or to a prerelease center to complete their programming. The remainder were still in the program.

**303** (6.5%) offenders did not complete the program:

- **163** were removed for excessive rule violations.
- **68** voluntarily resigned from the program and moved to a higher level of security.
- **29** were transferred to the prison infirmary due to medical or mental health conditions that were beyond CCP's ability to treat.
- **13** walked away from CCP Butte without permission.
- **25** were placed at an increased custody level due to the discovery of new charges or warrants.
- **4** were placed in federal custody due to pending federal charges or detainers.
- **1** died at CCP West in April 2006.

### **12-month Post Release Compliance 7/2001 through 6/2010**

Compliant: 71.14%

Noncompliant: 28.86%

For fiscal years 2009 and 2010, a total of **1176** offenders were admitted to CCP; **557** at CCP Butte and **619** at CCP West.

### **Ethnicity**

**1.9%** African American (22)

**0.1%** Asian (1)

**69.2%** Caucasian (814)

**23.2%** Native American (273)

**5.6%** Spanish American (66)

### **Program Completions**

**1,176** total admissions

**1,035** program completions (88%)

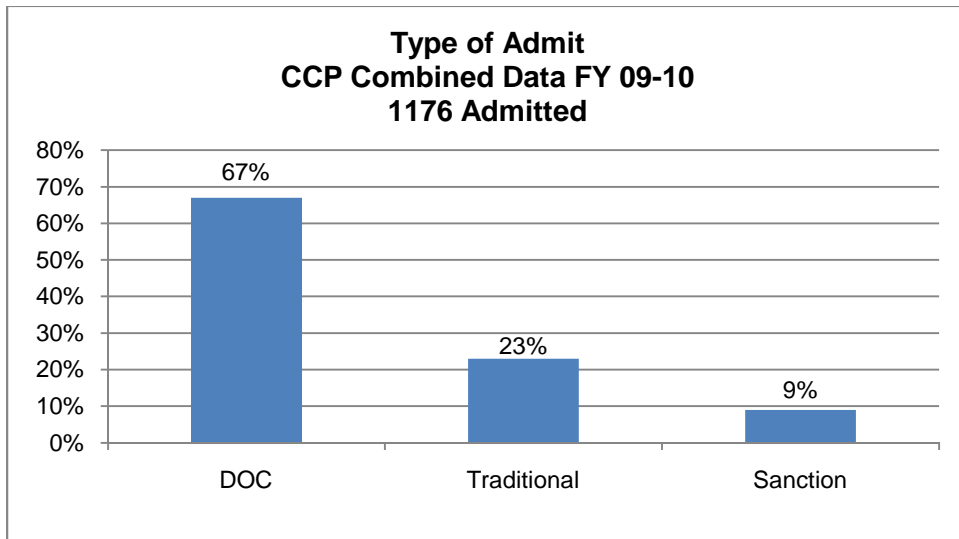
**141** non-completions (CCP Butte 58, CCP West 83)

The **1176** admissions included the following classifications:

**784** DOC commitments (not transferring from MSP or regional prison) **67%**

**270** Traditional offenders (transfers from MSP or regional prison) **23%**

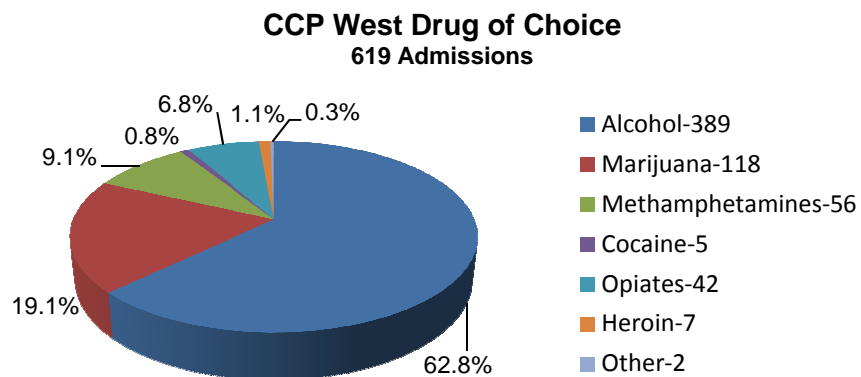
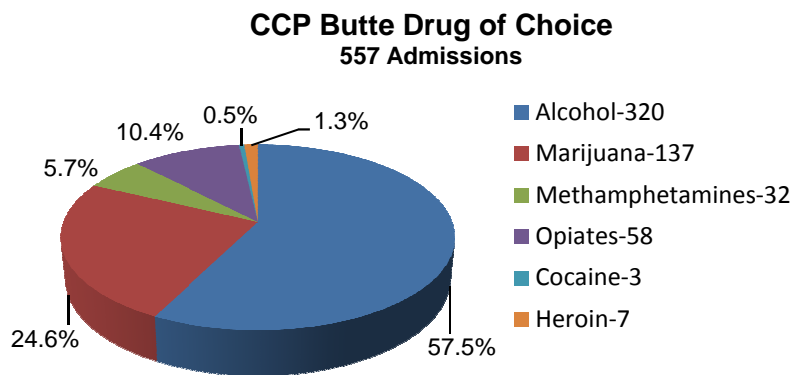
**109** Sanctions (sent to CCP West in lieu of incarceration) **9%**



### Age of CCP Offenders

Average	Minimum	Maximum
33.7	18	67

### Drug of Choice





**CCP Butte**  
**County of Sentence FY09-10**

Yellowstone	80
Missoula	64
Lewis & Clark	62
Flathead	53
Cascade	47
Lake	32
Hill	28
Gallatin	28
Silver Bow	26
Lincoln	20
Ravalli	15
Big Horn	13
Glacier	10
Fergus	8
Blaine	7
Beaverhead	6
Park	6
Deer Lodge	5
Richland	4
Custer	4
Broadwater	4
Sanders	3
Powell	3
Teton	3
Rosebud	3
Jefferson	3
Mineral	2
Dawson	2
Sweet Grass	2
Valley	2
Stillwater	2
Sheridan	2
Choteau	1
Fallon	1
Madison	1
Toole	1
Carbon	1
Judith Basin	1
Roosevelt	1
No Info	1

**CCP West**  
**County of Sentence FY09-10**

Yellowstone	99
Flathead	65
Missoula	64
Lewis & Clark	57
Cascade	52
Lake	49
Gallatin	42
Hill	28
Ravalli	18
Silver Bow	16
Lincoln	14
Big Horn	9
Glacier	8
Rosebud	8
Fergus	8
Custer	7
Beaverhead	7
Musselshell	7
Broadwater	6
Jefferson	6
Park	6
Richland	5
Sanders	5
Dawson	4
Mineral	4
Blaine	4
Valley	3
Toole	3
Phillips	2
Carbon	2
Powell	2
Deer Lodge	1
Pondera	1
Stillwater	1
Prairie	1
Choteau	1
Fallon	1
Sheridan	1
No Info	1

**CCP Butte****Location of Release FY09-10**

Butte PRC	129
Billings PRC	97
Great Falls PRC	96
Helena PRC	54
Missoula PRC	48
Bozeman PRC	23
Discharge	17
Missoula ISP	7
TSCTC	5
Billings ISP	4
Kalispell Parole	2
Bozeman ISP	2
Great Falls ISP	2
Butte SR	2
Butte CR	1
Balance SS	1
Butte ISP	1
Missoula	1
Missoula SR	1
Busby MT	1
Parole-AZ	1
Custody-WA	1
RTEC	1
Butte PRC-IW	1
Balance Deferred	1

**CCP West****Location of Release FY09-10**

Billings PRC	109
Butte PRC	84
Great Falls PRC	78
Missoula PRC	74
Helena PRC	40
Parole	30
TSCTC	22
Bozeman ISP	15
Billings ISP	13
Discharge	10
Missoula ISP	7
Butte ISP	6
Kalispell CR	6
Helena CR	5
Bozeman ISP	5
Butte CR	4
Great Falls AfterCare	4
Bozeman CR	4
Havre CR	3
Helena ESP	3
Missoula CR	2
Glasgow CR	2
No Info	2
Polson CR	1
Great Falls ISP	1
Great Falls CR	1
WATCH II	1
IC-LA	1
CR	1
Homeward Bound	1
Balance SS	1

# NEXUS CORRECTIONAL TREATMENT FACILITY



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## **PROGRAM HISTORY**

The NEXUS program is a partnership between Community, Counseling and Correctional Services, Inc. (CCCS) and the Montana DOC. The program represents the culmination of efforts to provide an alternative, proactive response to traditional sentencing of adult males who are addicted to methamphetamines and other chemicals or substances of dependence.

The increasing problems of illegal drug use and addiction, coupled with the lack of in-patient treatment facilities, prompted the creation of NEXUS. The 2005 Legislature, in response to the rising social and economic costs related to methamphetamine use, authorized the DOC to create a methamphetamine treatment program. The result was a program that gives addicted male offenders the opportunity to complete residential treatment and aftercare in a community-based prerelease center as a means of shortening their sentences.

NEXUS opened June 1, 2007 in Lewistown.

## **GOALS, MISSION, AND PURPOSE**

NEXUS is an intensive, cognitive/behavioral-based addictions treatment community assisting “family members” (offenders) to develop the skills necessary to create pro-social change, reduce anti-social thinking, interrupt criminal behavior patterns and address the negative effects of chemical addictions while integrating more fully into society. Goals of the program include:

- ❖ Increasing the level of knowledge of chemical dependency and the consequences of methamphetamine use.
- ❖ Promoting responsibility and accountability.
- ❖ Decreasing the number and frequency of positive alcohol/drug tests while under probation supervision after graduation from the program.
- ❖ Reducing the proportion of offenders who violate probation as demonstrated by a lower number of intermediate sanction and revocations.
- ❖ Decreasing future methamphetamine-related convictions.

## **ELIGIBILITY REQUIREMENTS**

Offenders eligible for placement at NEXUS are male offenders who:

- a. have been convicted of a second offense of criminal possession of dangerous drugs; and/or
- b. have an addiction to other amphetamines, such as cocaine, and need residential treatment; and/or
- c. have been diagnosed chemically dependent and need structured long-term residential treatment; and/or
- d. have any form of chemical dependency and treatable co-occurring disorders, such as depression, post traumatic stress disorder, etc., and need long-term residential treatment.

Applicants must be ready to change, accept straight-forward accountability, and be open to participate in a therapeutic community. Once a referral is received, a local screening committee determines whether to accept the offender. The committee consists of the NEXUS administrator, a P&P bureau representative, local sheriff, city manager and a representative of the community. The screening process is the only means of admission.

## **COST OF SUPERVISION**

The daily cost for NEXUS is \$119.05 per offender. This is the negotiated contract rate without outside medical or administrative costs added in.

## **CAPACITY**

NEXUS has 80 beds.

## **FUNCTIONS OF THE PROGRAM**

NEXUS is based on a modified therapeutic community model which is an intensive, long-term residential treatment program that has been modified to meet the special needs and issues of a correctional population. According to the National Institute on Drug Abuse, this model has been found to be very effective in reducing drug use and criminal recidivism.

The concept behind a therapeutic community is to teach offenders how to live and function within the larger society and within their own families in a sober, pro-social manner. Each offender entering the program is assigned to one of two units, or “families” and “communities.” These terms help reinforce the idea that everyone belongs to a family of sorts, from our family of origin, to our extended family, to the “family” of the human race. It is members of a family/community working together toward their common recovery that achieves positive change in individuals.

Within this framework, the actions of one person take on a new perspective as the treatment program stresses how a person’s behavior has a ripple effect on others; everyone will experience the consequences – both positive and negative. Offenders are reminded that they are the ones who committed the crime, but others also are suffering consequences for those actions – families living without a father, son, mother or daughter; an employer having to fill a position; and taxpayers paying for the treatment.

## **SERVICES**

All offenders are assessed upon intake using a variety of diagnostic tools. Offenders develop an individualized treatment plan in each of three phases of the program, and all participate in an individual counseling session upon admission and when advancing to each phase.

Offenders meet with an aftercare coordinator at least 60 days before program completion and participate in a discharge conference with the treatment and aftercare staff prior to discharge.

Some of the groups and services offered to offenders include the following (see Appendix for descriptions):

- ❖ Cognitive principles and restructuring
- ❖ Chemical dependency
- ❖ Alcoholics Anonymous/Narcotics Anonymous/ Recovery Anonymous
- ❖ Life skills development
- ❖ Grief and loss
- ❖ Beginnings
- ❖ Cognitive behavioral therapy group
- ❖ Dialectical behavioral therapy
- ❖ Mental health group
- ❖ Disciplinary write-ups, contracts and treatment interventions
- ❖ Medicine Wheel
- ❖ Thresholds
- ❖ Anger management
- ❖ Resentment, rationalization, reaction, resistance and perseverance

## **RECIDIVISM**

The DOC has partnered with individuals within the University of Montana’s School of Social Work for follow-up and outcome measures. The school’s recent study reported in June 2010 that nearly 300 offenders had finished the nine-month programs of NEXUS and Elkhorn Treatment Centers, and not one had been convicted of another drug-related offense.

NEXUS is continually evaluated with a focus on the structure and process of the program itself. In addition, each offender anonymously evaluates his treatment experience before leaving the program. Following discharge, outcome measures are tracked using:

- Arrest data
- Technical violations
- Convictions
- Revocations
- Continuity of care
- Sobriety/relapse statistics
- Offender utilization of community support, AA attendance, practice of 12-step program and religious participation
- Compliance with aftercare/ treatment plans and probation

Offenders who have completed NEXUS will be tracked for five years. Methods of tracking include use of OMIS for convictions and technical violations and collection of information from P&P officers.

## **STATISTICS**

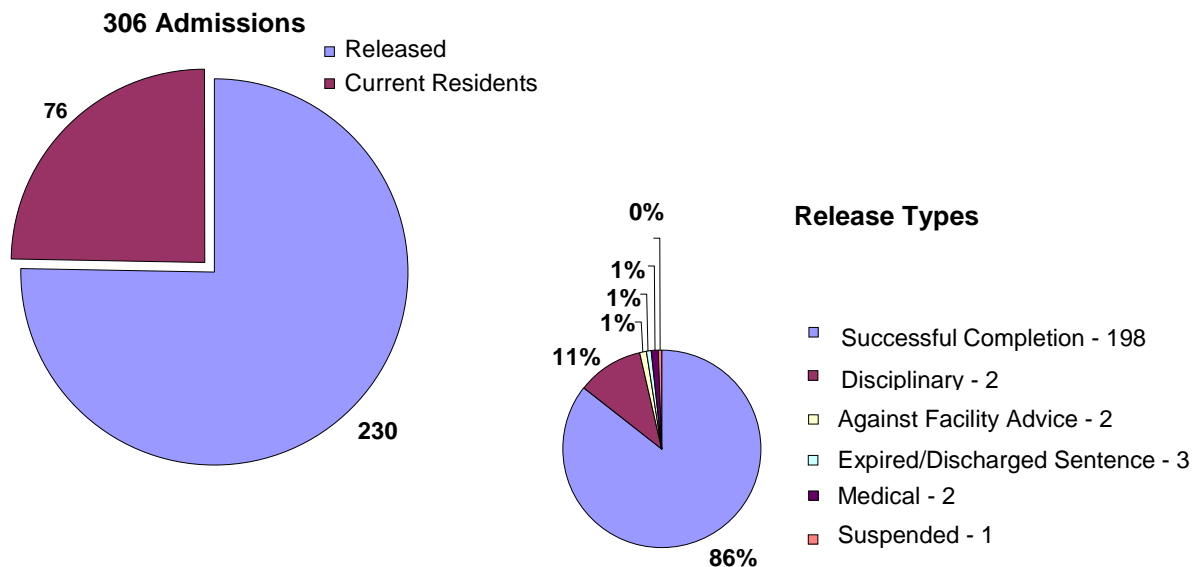
### **Admission and Discharge History:**

Total admissions July 1, 2008 – June 30, 2010: **306**

NEXUS enrollment on June 30, 2010: **76**

Treatment not complete: **32**

Completed treatment: **198**



### **Screening for Nexus Program Admission**

Total number screened: **221**

Total approved: **185**

Denied: **36**

### **Ethnicity**

**82%** Caucasian

**14%** Native American

**2.5%** Hispanic

**1%** Asian/Pacific Island

**0.5%** African-American

### Percent Who:

Self-Reported a Mental Health Diagnosis: **42%**

Were Victims Of Abuse Before Entering NEXUS:

Based on intake screening/emergent disclosures of sexual abuse: **19%**

Based on intake screening/emergent disclosures of physical abuse: **39%**

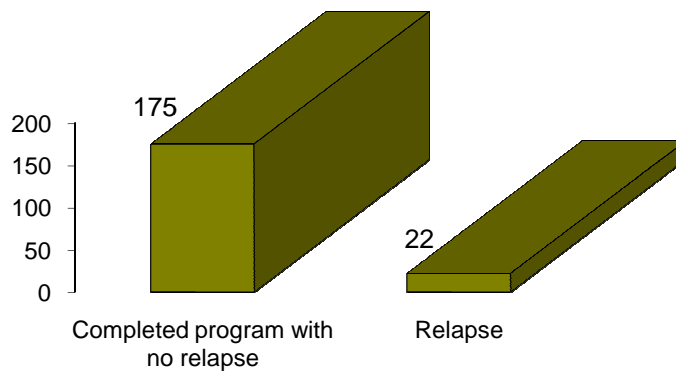
Reported Mother Was Substance Abuser: **43%**

Reported Father Was Substance Abuser: **52%**

### Substance Abuse Recidivism:

Program completions as of June 30, 2010: **197**

Relapse as of June 30, 2010: **22**



**Received GED While at Nexus (June 2007-June 2010): 37**





# ELKHORN TREATMENT CENTER



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## **PROGRAM HISTORY**

Elkhorn Treatment Center, authorized by the 2005 Legislature and located in Boulder, is a residential methamphetamine treatment program which provides a sentencing option for women convicted of a second or subsequent methamphetamine possession.

Boyd Andrew Community Services, a private non-profit corporation in Helena, was awarded the contract for a treatment program serving adult female offenders. Boyd Andrew, which also operates the Helena Prerelease Center, has provided outpatient and residential chemical dependency services for Montana citizens since 1973.

Elkhorn was designed and constructed to specifically meet the treatment and security needs of female offenders under custody of the DOC, and the first offender was admitted on April 10, 2007. This program offers a unique opportunity to bridge the treatment gap between the Department of Public Health and Human Services and the DOC.

## **GOALS, MISSION, PURPOSE**

Elkhorn is both a correctional facility and a treatment facility for methamphetamine addiction and other chemical dependencies. Elkhorn utilizes a therapeutic community model that combines residential treatment for chemical dependency with minimum-security detention. The program's main goal is to promote public safety by treating and reducing substance abuse.

## **ELIGIBILITY REQUIREMENTS**

Elkhorn is available to Montana female offenders who:

- a. have been convicted of a second offense of criminal possession of dangerous drugs; and/or
- b. have an addiction to other amphetamines, such as cocaine, and need residential treatment; and/or
- c. have been diagnosed chemically dependent and need structured long-term residential treatment; and/or
- d. have any form of chemical dependency and treatable co-occurring disorders, such as depression, post traumatic stress disorder, etc., and need long-term residential treatment.

## **COST OF SUPERVISION**

The daily cost of treatment at Elkhorn is \$126.25 per offender, which is the negotiated contract rate without outside medical or administrative costs added in.

## **CAPACITY**

Elkhorn has a total capacity of 48 women, but contracts with the DOC for 36 beds.

## **FUNCTIONS OF PROGRAM**

The program is based on a cognitive restructuring model. Because offenders may experience a wide range of mental health disorders in conjunction with chemical dependency, the program attempts to address these issues as well. Each offender's therapeutic needs are addressed in a safe and supportive environment. The objective is to promote pro-social changes in lifestyle, identity and behavior.

## **SERVICES**

The program lasts nine months and offers individual and group treatment utilizing the therapeutic community model. Components include (see Appendix for descriptions):

- ❖ Chemical dependency counseling
- ❖ Mental health assessments
- ❖ Anger/stress management
- ❖ Cognitive/behavioral therapy
- ❖ Parenting
- ❖ Life-skills

- ❖ Medical and dental services, all on-site
- ❖ Educational programming that includes computer classes, literacy and GED preparation
- ❖ Individual and group mental health counseling

## **RECIDIVISM**

The DOC has partnered with individuals within the University of Montana's School of Social Work for follow-up and outcome measures. The school's recent study reported in June 2010 that nearly 300 offenders had finished the nine-month programs of NEXUS and Elkhorn Treatment Centers, and not one had been convicted of another drug-related offense.

## **STATISTICS**

From July 1, 2008 through June 30, 2009, Elkhorn admitted 82 offenders. Of those, 72 (88 percent) completed the program. Average length of stay for offenders completing the program was 273 days. The average length of stay for non-completers was 175 days. The program has had no escapes.

From July 1, 2009 through June 30, 2010, 58 offenders were admitted and 49 (85 percent) completed the program. Average length of stay for offenders completing the program was 272.75 days. The average length of stay for non-completers was 119.6 days. Of the nine who did not complete the program:

- 6** discharged for disciplinary reasons;
- 1** received a medical parole;
- 1** received an administrative transfer; and
- 1** had outstanding warrants.

All offenders who completed the program entered prerelease centers and of those, 82.6 percent completed prerelease centers.

### **Ethnicity**

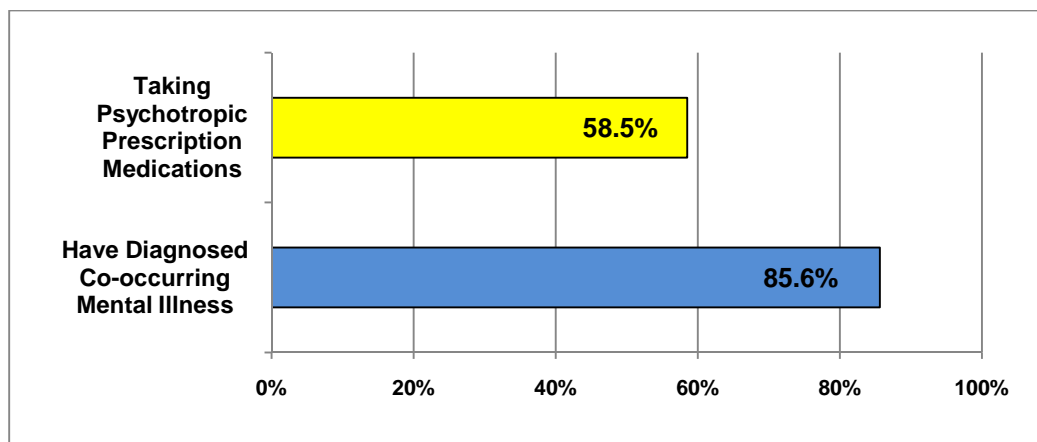
**61% Caucasian**

**30% Native American**

**7% Hispanic**

**1% African American**

### **Mental Health**







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## **PROGRAM HISTORY**

Passages is a 151-bed, community-based correctional facility for women offenders. These offenders may participate in three services: a traditional prerelease center, a 60-day chemical dependency treatment program, and an assessment, sanction and revocation program. It is believed to be the only facility of its kind in the nation which provides this array of services in a single location. Passages is operated by the Billings based non-profit corporation, Alternatives, Inc., which has provided prerelease services to male offenders at Alpha House in Billings since June 1980. The Passages program opened January 15, 2007, and is located in a modern 72,000 square-foot facility in Billings that once was used as a hotel.

## **GOALS, MISSION, PURPOSE**

The purpose of Passages is to provide cost-effective, short-duration services capable of diverting female offenders from jail and prison. The inpatient program (Passages ADT) and assessment and sanction programs (Passages ASRC) serve the entire state of Montana, while the prerelease center focuses on those offenders returning to Yellowstone County upon release.

## **ELIGIBILITY REQUIREMENTS**

Passages PRC serves female offenders released from prison, DOC commitments, or parole violators. Passages ADT serves all female offenders supervised by the DOC who are eligible for placement in community corrections facilities or programs.

Eligibility for Passages ASRC is as follows:

1. Assessment/Placement: All female offenders with a new felony conviction without immediate ACCD placement, and any female offender beginning a DOC commitment.
2. Revocation Placement: A revocation referral includes female offenders whose community placement has been modified due to violations of conditions of supervision.
3. Sanction Placement: A sanction referral includes female offenders whose community placement has not been revoked, but who have received a placement to Passages for a pre-determined period as a result of a formal disciplinary hearing.
4. Hold: MWP inmates accepted into an ACCD program/facility with less than 120 days until a bed date or within 120 days of discharge date, and DOC female offenders accepted into an ACCD program/facility but waiting for a bed date.

## **COST OF SUPERVISION**

The daily cost for Passages ADT and Passages ASRC is \$72.47.\* The daily cost of Passages PRC is \$70.93.\*

\*These are the negotiated contract rates without outside medical or administrative costs added in.

## **CAPACITY**

65-bed PRC; 36-bed ADT; 50-bed ASRC

## **SERVICES**

Both Passages ASRC and ADT programs are highly structured therapeutic communities (TC). The PRC program offers a modified TC aftercare model. The concept has been utilized in treating chemical dependency for approximately 40 years. Over time, this concept has been adopted by correctional systems in order to provide a “chain of communication” among inmates that helps to reinforce a drug-free lifestyle, along with acceptance of personal and community responsibilities. Those in a TC program hold positions that are similar to those expected in the work world. Each offender is assigned to a crew, such as environment, expeditor, business, education, motivation and orientation. While on a crew, the individual learns how to interact effectively with peers, builds self-respect and self-esteem, and completes necessary tasks within the community. Each crew is assigned a lead that is selected by a staff interview process. This hierarchical system ensures the community runs smoothly and helps to reinforce the concepts that exist in the real world of society and family. The programs are designed to instill the concept of “right living,” which is achieved by changing unhealthy behaviors and thoughts to healthy ones. These programs strive to maintain a “right living” environment through safety and security while encouraging the individual to participate in activities that will challenge old beliefs that have led to involvement with the legal system. By agreeing to participate in the Passages ASRC and ADT programs, an offender agrees to participate in assessments, treatment programming and case management within the TC model.

### **PASSAGES ASRC: WOMEN'S ASSESSMENT, SANCTION, REVOCATION CENTER**

Passages ASRC is designed to reduce the number of offenders in county jails and MWP and is the first stop for DOC-committed offenders who require assessment in order to determine the appropriate level of care and custody. Ninety-one percent of these offenders will be placed in community-based treatment programs, prerelease centers or on probation. During their stay at Passages, offenders receive chemical dependency assessments, mental health services, and medical care. They also participate in counseling programs to aid in preparation for community placement.

This program also provides services to DOC-committed offenders violating the conditions of community placement, similar to the men's START program. When a female offender is revoked from a community placement such as a prerelease, ISP or a treatment program by a hearings officer, she may be sent to ASRC under a revocation status. The team works with offenders to address conditions that lead to revocation and to locate a community placement upon release. If such a placement cannot be found within 120 days, the resident may be transferred to the women's prison.

An offender who violates conditions of her supervision while on probation, parole or at a prerelease may be transferred to Passages ASRC for a sanction placement of 30-120 days, depending on her status. The purpose is to provide offenders with a reality check by alerting them they may be headed to prison if they continue their poor performance. The hope is that this “last warning” will encourage offenders to correct their behavior and avoid a lengthy prison stay.

Offenders placed in the sanction/revocation unit participate in daily programming, including assessment, treatment and groups. If an offender is placed as a sanction, she will return to her original placement upon completion. If she is placed in the revocation portion of the program, she will be assessed for other community-based options if appropriate.

### **PASSAGES ADT: WOMEN'S ALCOHOL AND DRUG TREATMENT CENTER**

Passages ADT provides a structured therapeutic community model of “right living” from 6 a.m. to 10 p.m. every day. Women attend daily lectures that educate them about various subjects

concerning addiction and issues that affect women. They also attend study groups to expand their understanding of the therapeutic community model and 12-step self-help groups.

After an offender completes her stay at Passages ADT, she may move to a prerelease center, ISP, the Passages assessment center, probation, conditional release, or be discharged.

A minimum of four beds are reserved in the ADT program for offenders whose sanction requires them to complete inpatient alcohol and drug treatment as a result of a probation violation.

## **PASSAGES PRERELEASE CENTER**

Upon arrival at the center, offenders are assessed and assigned to appropriate programs and services to manage and correct social, psychological, substance abuse, anger control and educational deficiencies. The offender is given responsibility for her own behavior and success. Progress is monitored closely and strict accountability is the rule.

Community involvement with self-help, religious activities, and other support groups is encouraged.

## **PASSAGES CULINARY ARTS PROGRAM**

The culinary arts program at Passages offers food service training and employment support for up to 15 offenders referred from the Montana Women's Prison. These offenders are within 24 months of release eligibility, with the ideal candidate within 18 months of release. Participants receive classroom instruction, in-house food service experience, work release experience in the community, job placement assistance, and will complete a prerelease program during the last six months of placement. Participants are also involved in treatment programs to address their criminal thinking, chemical dependency and other identified issues.

The program began in May 2009 and 15 offenders have entered the program through late 2010. Only two had to return to the prison for disciplinary reasons. All participants have completed the Serve-Safe curriculum and passed all required testing. In addition to the coursework offered by the on-site culinary staff, Passages has partnered with Montana State University-Billings to offer many excellent courses including work place math, family economics and financial education, fundamentals of writing, and employment skills geared towards offenders. Community service projects have included a catering event for 300 people involved in a fundraising event for cancer research, and assisting the Montana Chefs and Cooks Association in assembling a 45-foot strawberry shortcake as part of the Downtown Billings Association Strawberry Fest.

In September 2010, the program was recognized by the Montana Department of Labor as the first culinary pre-apprenticeship program in Montana.

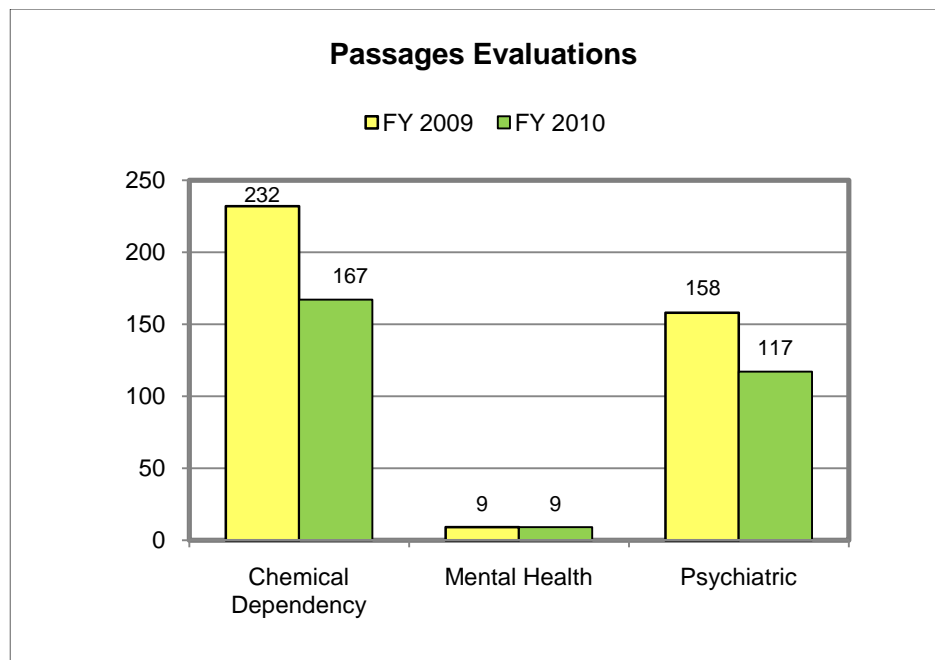
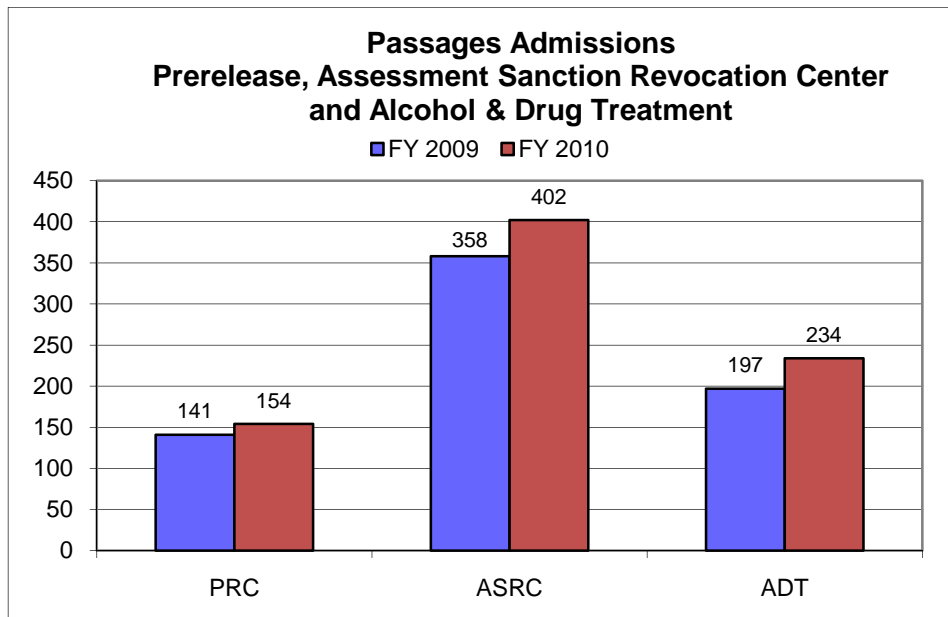
## **PASSAGES GROUPS**

Passages strives to offer the latest in gender-specific treatment and programming. Some of the groups and services offered to offenders include the following (see Appendix for descriptions):

- Victimology
- Planned Parenthood
- Public health nurses
- Life skills
- Responsible living
- Dialectic behavioral therapy
- Cognitive principles & restructuring
- Matrix
- Nutrition education
- Problem gambling
- Untangling relationships
- Developing a plan for healing
- Medicine Wheel
- Nurturing parenting
- Domestic violence education
- Trauma
- GED preparation
- Job coaching
- Trauma, addiction, mental health and recovery



## STATISTICS

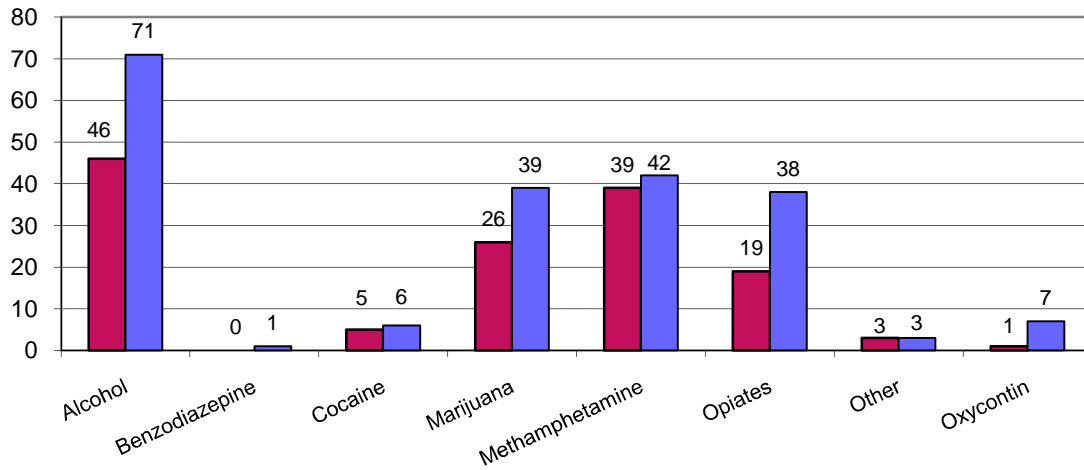


A mental health evaluation is conducted prior to all psychiatric evaluations. Fewer evaluations were conducted in FY2010 due to an increase in revocations arriving on the ASRC unit (181-FY10 vs. 158-FY09). The necessary evaluations were conducted during the first referral to the ASRC unit.

### ASRC Drug Use Statistics

Please note: This is not comprehensive of all new arrivals during the reporting period due to the implementation of a new computer program.

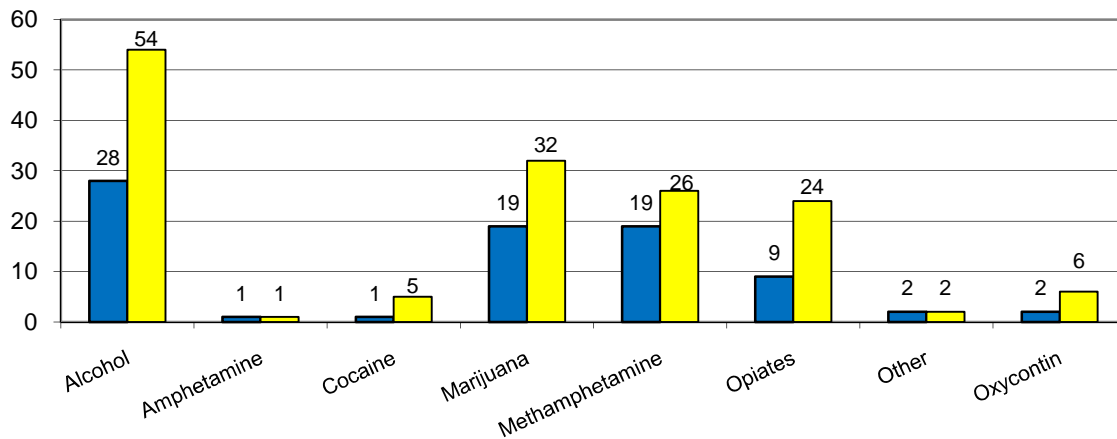
■ FY2009 ■ FY2010



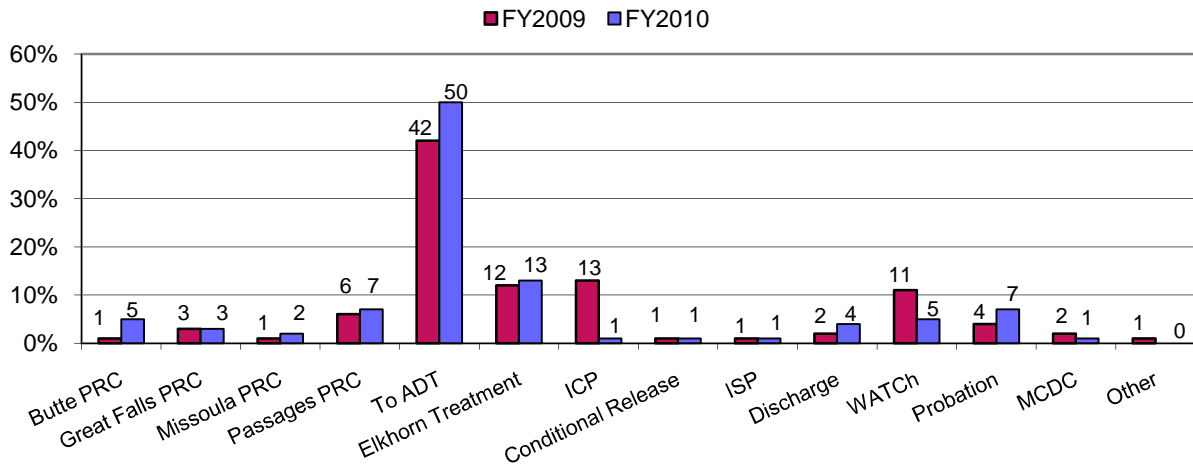
### ADT Drug Use Statistics

Please note: This is not comprehensive of all new arrivals during the reporting period due to the implementation of a new computer program.

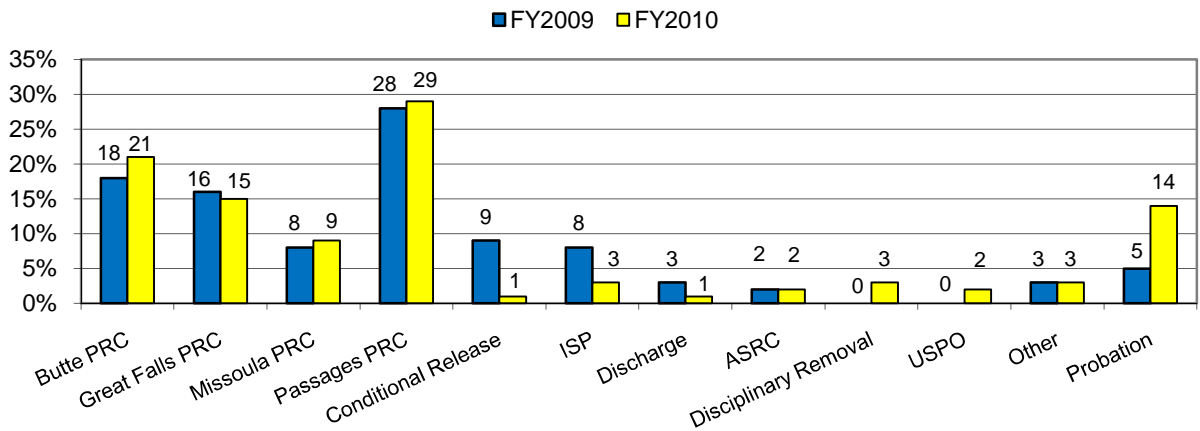
■ FY2009 ■ FY2010

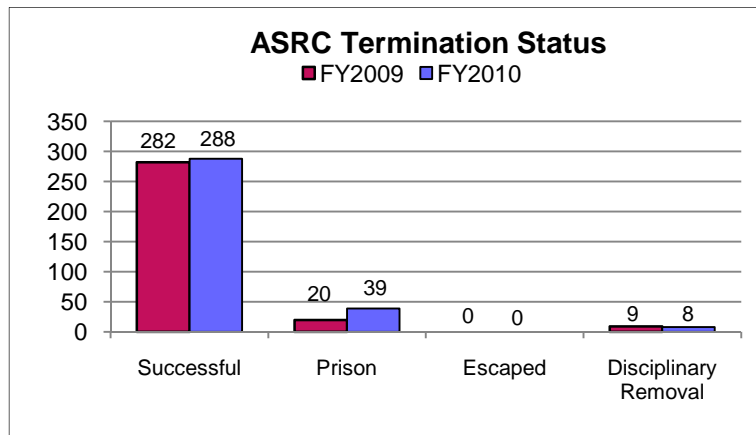


### ASRC Transfer Locations Upon Completion



### ADT Transfer Locations Upon Completion

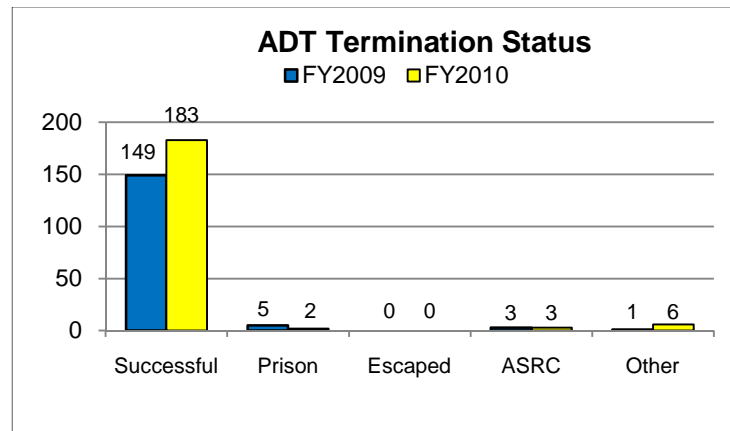




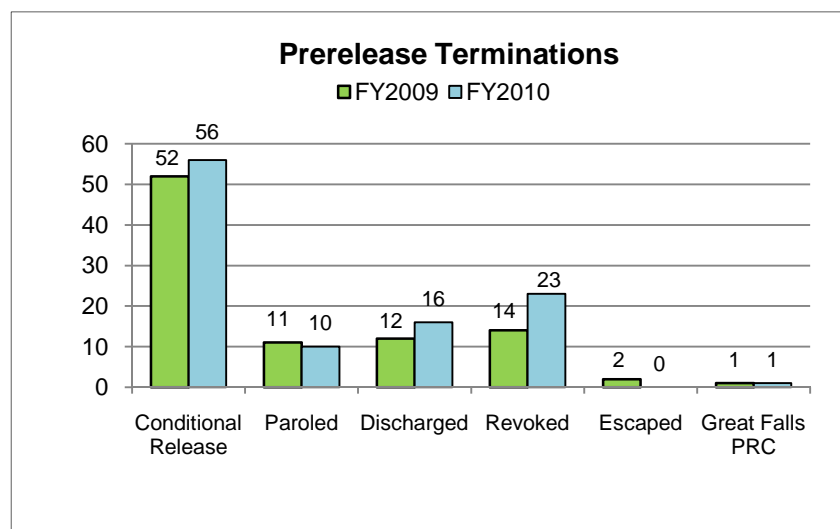
Passages ASRC has a 91% community placement rate.

No escapes for both FY09 and FY10.

Increased overrides for FY10 can be contributed to an increase in revocations arriving on the ASRC unit (181-FY10 vs. 158-FY09).



No escapes for either FY09 or FY10.



# **SANCTION TREATMENT ASSESSMENT REVOCATION & TRANSITION (START)**



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## **PROGRAM HISTORY**



The Sanction Treatment Assessment Revocation & Transition (START) facility was initially located on the campus of the Montana State Hospital in Warm Springs in what was formerly the Butte Silver Bow Jail.

The original START facility had a capacity for 80 offenders. With minor renovations, the facility was opened in December 2005 to address the DOC's concerns regarding lack of bed space and offer an alternative to prison for offenders violating conditions of their community placement.

Over the next five years the START program proved to be a highly successful option to prison and eight beds were added. A new 40,000 square-foot, 142-bed, state-of-the-art facility was constructed near Anaconda, and START opened in the new location July 29, 2010, with the transfer of all offenders from the old facility to the new. The state contracts for 118 beds.

## **GOALS, MISSION, PURPOSE**

START is a highly structured, intensive treatment program designed to encourage thinking and behavior changes. The goal is to provide a safe environment in which offenders can begin to experience positive change, a never-ending process that will be utilized throughout their life.

The original goal of the program was to reduce admissions to MSP by half. The emphasis is placed on offenders participating in community programs and/or under community supervision who violated the conditions of their supervision warranting placement in a secure facility. START's program incorporates comprehensive assessment tools and intensive treatment in an effort to return these offenders to their original community status, thereby eliminating costly, lengthy prison stays.

Statistics from July 2008 through June 2010 demonstrate START's success far exceeded the 50 percent diversion rate by placing 93 percent of offenders into a community placement.

## **ELIGIBILITY REQUIREMENTS**

Offenders assigned to the facility are designated as either a revocation or a sanction placement.

**Revocation Placement:** Revocation referral includes offenders whose community placement has been modified due to violations of conditions of supervision.

**Sanction Placement:** A sanction referral includes offenders whose community placement has not been revoked, but who have received a placement to the START facility for a pre-determined period of time as a result of a formal type of disciplinary hearing.

## **COST OF SUPERVISION**

The START program daily rate is \$95.98 per offender, which is the negotiated contract rate without outside medical or administrative costs added in.

## **CAPACITY**

Due to increased demand, the program increased capacity from 88 beds to 118 when it moved to the new facility in 2010.

The average daily population from July 2008 through June 2010 was 90.

## **FUNCTIONS OF PROGRAM**

Community, Counseling and Correctional Services, Inc. (CCCS), in partnership with the DOC, identified a concern of overcrowding in prisons and jails. However, because of the desire to avoid transferring Montana inmates to other states, the DOC began exploring cost-effective, in-state placements.

In addition to the immediate cost savings, additional benefits are generated by requiring these offenders to secure gainful employment, pay family support, and be self-sustaining once they re-enter the community, generating tremendous additional savings.

The START facility provides physical, mental, educational, criminal behavior and substance abuse assessments; educational programming; rehabilitative, group, and individual counseling; spiritual development; culturally relevant programs; and additional support and programming services that will assist offenders with the skill development necessary for their eventual successful return to their community.

## **SERVICES**

### **REVOCATION PLACEMENT**

Revocations may be confined to the START facility for 10-120 days. During this time, offenders are expected to maintain clear conduct and participate in program and work assignments. Case managers will attempt to salvage a community placement for eligible offenders. Failure to follow program recommendations and/or excessive or major disciplinary violations may result in termination and the transfer of the offender to prison.

### **SANCTION PLACEMENT**

Sanctions of 30 days or less may be imposed and could be considered a “wake-up” call for an offender. However, sanctions in excess of 30 days may be approved by the division administrator. A hearings officer warns an offender that his freedom is in jeopardy.

Sanctioned offenders are also expected to maintain clear conduct and participate in program and work assignments. Sanctioned offenders will be returned to their previous status or program assignment upon successful completion of the sanction. Failure to follow START program recommendations and/or excessive or major disciplinary violations may result in additional formal disciplinary action, which may include program termination, revocation and the transfer of the offender to prison. Special conditions and/or limitations concerning sanction length may apply to certain offenders, such as probationers.

### **ASSESSMENT**

Offenders serving more than 10 days typically are assessed during the first week of their confinement for treatment, program and aftercare needs. Intake assessment tools determine the level of service needed, medical and mental health screenings, alcohol screenings and a treatment plan.

### **PROGRAMS**

After the initial screening and assessment has been completed, an offender may be assigned to one or more of the following programs (see Appendix for descriptions):

- ❖ Cognitive programs and restructuring
- ❖ Criminal thinking errors
- ❖ Anger management
- ❖ Relapse prevention
- ❖ Life skills
- ❖ Changes program

- ❖ Stress management group
- ❖ Medicine Wheel
- ❖ Alcoholics Anonymous
- ❖ Narcotics Anonymous
- ❖ S.O.B.E.R. project
- ❖ Recovery Anonymous

In addition, a chaplain visits the facility on a weekly basis. Also, offenders not precluded from manual labor due to medical or other reasons are assigned to a work program, placed on a work roster, and rotated through various facility work assignments.

Dayroom, yard and gym recreation are permitted during scheduled times when offenders are not attending groups or work assignments. These activities are directly supervised by staff.

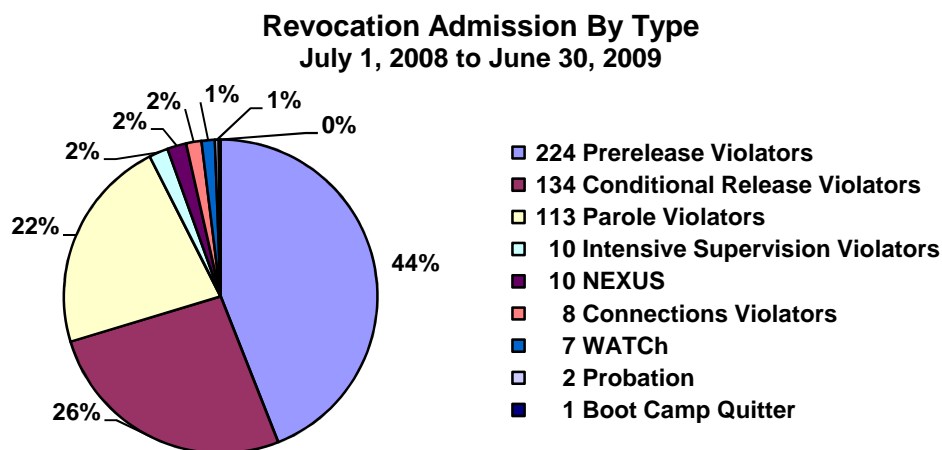
## MENTAL HEALTH

START recently added a mental health professional to its staff in order to provide services to offenders. These mental health services include conducting assessments, providing counseling, and having input on medication management. The staffer oversees a 10-bed unit intended to monitor those whose mental health condition warrants close supervision. During this supervision their medication and mental health needs will be assessed to help stabilize the offender for transition back into the community.

## SECURITY

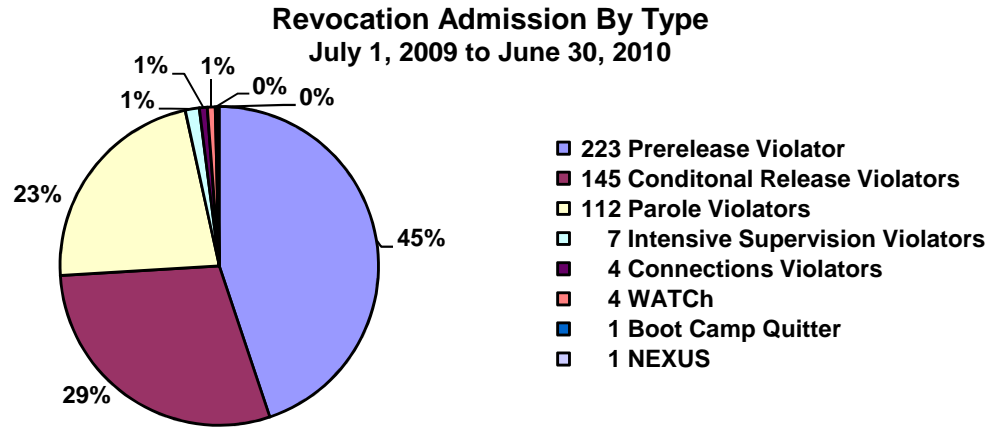
Security staff provides direct supervision around the clock. Offender pat searches, cell searches, area searches and inspections are conducted on a routine and random basis. All offenders are required to submit drug test samples at intake and on a random basis during their stay. A minimum of seven counts are conducted daily. Offenders are returned to their cells and the facility is placed on lockdown status for official and emergency counts from 10:00 p.m. to 6:00 a.m. Census checks are conducted on a random basis as needed. Offenders are confined to the facility, and escorts outside of the facility typically require direct staff supervision and full restraints.

## STATISTICS

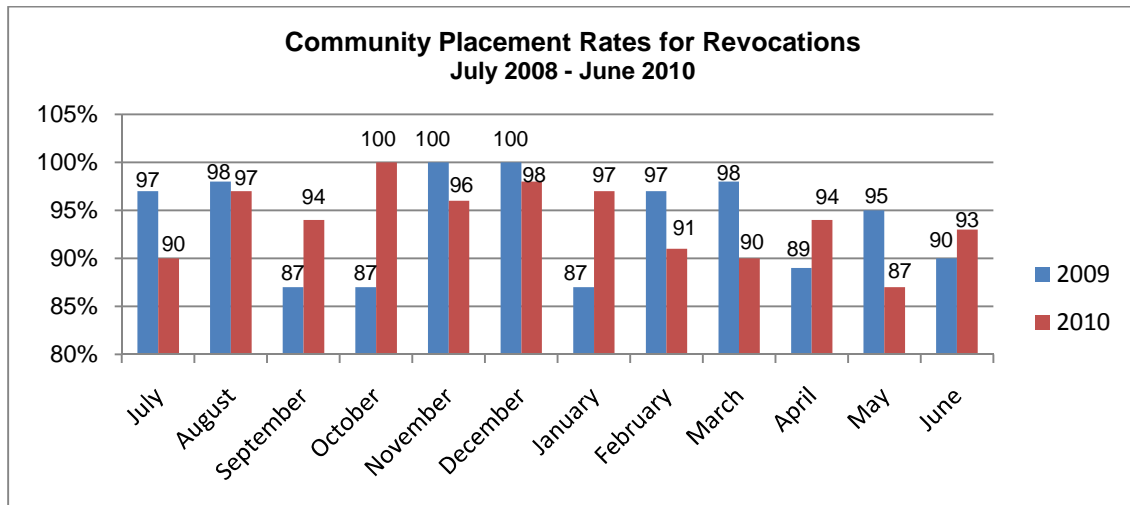


In FY 2009, START also admitted 257 sanctions and one hold for a total of 767 admissions.



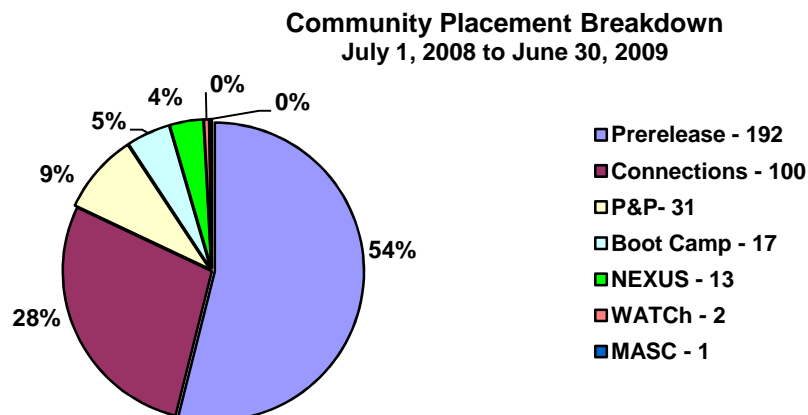


In FY 2010, START also admitted 232 sanctions for a total of 729 admissions.

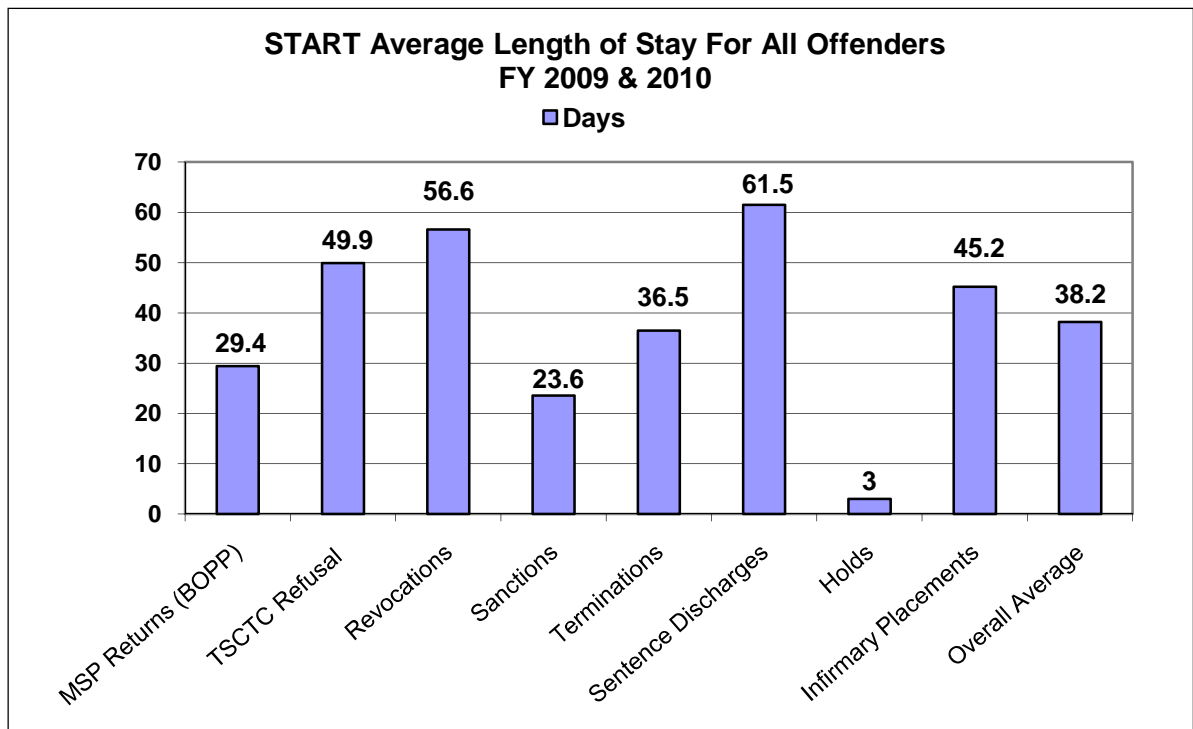
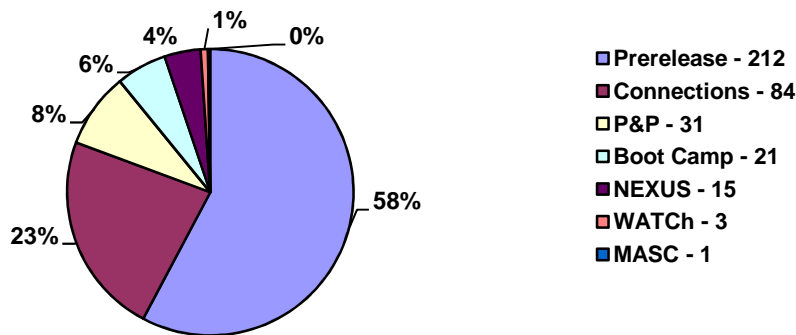


The statistics from July 2008 through June 2010 demonstrate the high percentage of offenders returned to the community rather than being sent to prison.

The following charts show which community corrections programs the offenders have transferred upon placement from the START program.



**Community Placement Breakdown**  
July 1, 2009 to June 30, 2010



- ❖ **BOPP Mandate MSP Returns:** Board of Pardons and Parole placed offender at MSP rather than the community.
- ❖ **TSCTC Refusal:** Offender offered and refused boot camp placement and was returned to MSP.
- ❖ **Community Placements (revocations):** Placed in START as a revocation and diverted to community placement.
- ❖ **Sanctions:** Placed in START as a sanction.
- ❖ **Terminations:** Placed in START and failed the program, generally returned to MSP.
- ❖ **Sentence Discharges:** Placed in START and discharged sentence from START.
- ❖ **Holds:** May be waiting transfer to another facility.
- ❖ **Infirmity Placements:** Sent to MSP infirmary due to serious mental health or medical conditions.

## APPENDIX

### TREATMENT PROGRAMS

**12-STEP PROGRAMMING** – Includes such options as Medicine Wheel, Rational Recovery, Alcoholics or Narcotics Anonymous, Recovery Anonymous, and S.O.B.E.R. meetings to encourage active participation in recovery groups upon discharge. Some AA/NA meetings conducted in the treatment units are facilitated by offenders.

**ACCOUNTABILITY AND RELAPSE PREVENTION** – Program designed to assist the offender in the areas of accountability and relapse prevention. It takes the lessons learned in other groups and builds on them. Lessons will help keep the offender accountable for his crime and past criminal actions. It increases awareness to contributing factors that result in potential relapse in criminal activity and develop interventions and affirmations to prevent such relapse. In addition, the group increases the understanding of criminal attitudes and behaviors to help prevent relapse in criminal activity.

**ANGER MANAGEMENT** – Offenders are screened and assessed for participation in anger management groups which use lessons aimed at dealing with the underlying issues that cause anger and offer positive, pro-social interventions to appropriately deal with angry thoughts and feelings. It is to give these offenders more control over their anger and aggressive behavior. The program concentrates on making the offender accept responsibility for his emotional state of anger instead of blaming external factors for his anger.

Anger management program consists of group work, reading assignments, personal reflection, and written work. Resentment, rationalization, reaction, resistance and perseverance is a series of in-depth groups where offenders focus on anger management. They work on the emotions of anger and errors in expressing anger. Class work consists of studying the causes of anger, the mechanisms of emotional response and what good can be achieved with anger.

TSCTC teaches methods to direct anger in constructive versus destructive actions. Differentiation is made between positive (constructive) aggression, which is encouraged, and negative (destructive) aggression, which is discouraged. The anger management program is not a cure for destructive aggression. Rather it teaches offenders methods to make changes in their individual anger patterns, which implemented and used, will allow the offender to change and grow.

**BEGINNINGS** – Offenders explore their beginnings (an extension of family values and parenting). The curriculum is used as a tool to look at the foundations of their life. Through the use of visual aids, group participation, tasks and activities, offenders review their pasts and the roles they had in their homes. The program explores such issues as childhood, family dynamics, children's stories, the home, the mother's heart, and the good and bad influences on their lives. Subjects include family mythology, family trees, roles people play, and childhood messages that motivate behavior.

**CENTURIONS** – This group at WATCh West is composed of offenders 60 year or older. The focus is to help those with age-specific issues such as loneliness, loss, and a lack of sense of purpose within the community.

**CHEMICAL DEPENDENCY PROGRAMMING** – The curriculum is cognitive/behavioral-based, designed for offenders to develop strategies for self improvement, and has three phases that emphasize an offender's ability to change. It may include 12-step programming and involvement in Alcoholics Anonymous and Narcotics Anonymous meetings to encourage participation in these support groups after discharge.

**CO-DEPENDENCY** – This group teaches skills that are needed to understand the addiction process. The overall goal is to provide the skills needed for sobriety.

**COGNITIVE BEHAVIORAL THERAPY GROUP** – A group designed to assist offenders in developing an awareness of the clinical definition of depression and an understanding of other mental health issues that may be affecting their ability to fully participate in the program. The group addresses how an offender's thoughts affect his behavior. Group offenders are screened by a mental health professional, and the group is facilitated by the mental health professional.

**COGNITIVE PRINCIPLES AND RESTRUCTURING** – The curriculum is cognitive-based with the focus on criminal-thinking reports and identifying each offender's criminal cycle. An action plan is then developed to change the behavior.

At TSCTC, early stages of the program focus on educating the offender on criminal thinking, explaining program expectations, and establishing trust. In the later stages more depth of disclosure is required of the offender to successfully complete criminal cycles.

Offenders receive help understanding their thought processes, associated feelings, and intervention tools to use in avoiding risks. They are encouraged to examine criminal thinking and behavior patterns, be accountable for those patterns, and begin to think and act more responsibly. Criminal cycles, victim lists and thinking error reports are among some of the mechanisms learned and used. The program increases an offender's understanding of who they victimized and exactly how the victims were affected. Offenders complete assignments and present them in front of a group of other offenders who give them constructive feedback.

**COMMUNITY SPEAKERS BUREAU** – This group at WATCH West consists of offenders who deliver motivational speaking at schools in local communities utilizing the WATCH "pay it forward" motto.

**CRIMINAL THINKING ERRORS** – A structured program of lectures and specific group work exercises that explore the underlying reasons for negative and antisocial thinking and offer remedial methods to redirect thinking and actions to achieve a change to pro-social behavior.

**DIALECTICAL BEHAVIORAL THERAPY MENTAL HEALTH GROUP** – Group designed to teach emotion regulation skills, interpersonal relationship skills, mindfulness skills, and distress tolerance skills to deal with interpersonal problems, emotions and moods, impulsiveness and intolerance. Group offenders are screened by the mental health professional and the group is facilitated by the mental health professional.

**DISCIPLINARY WRITE UPS, CONTRACTS AND TREATMENT INTERVENTIONS** – The program encourages offenders to realize they must be accountable for their actions as necessary for pro-social change in their lives. Innovative therapeutic tasks are also used to help offenders progress. Offenders share their thoughts and feelings about conflict with a staff member or other person.

**DEVELOPING A PLAN FOR HEALING** – Passages ADT curriculum used through all groups to work towards addressing the trauma women offenders have endured. The curriculum helps uncover past traumas and learn what is involved for healing from incidents. Dealing with trauma is an important step in treating chemical addictions and preventing abuse.

**DOMESTIC VIOLENCE EDUCATION** – Conducted by the YWCA at Passages PRC. Topics covered include the cycle of domestic violence, the continuum of abuse, healthy relationships, safety planning, and more. The program is intended to help offenders become familiar with resources in the community.

**FAMILY RELATIONSHIPS/PARENTING PROGRAM** – Offenders are screened and assessed for participation in the family relationships/parenting group. This program allows offenders to begin at any point and progress at their own pace and consists of group work, reading assignments, reflections, and written work designed to educate offenders on tools that they can use when parenting their own children.

**GRIEF GROUPS** – Offers help for offenders to address grief and loss issues, whether passed or current, through a healthy process of grieving. Individuals are referred by their primary treatment team and a group typically lasts two months.

**LIFE SKILL DEVELOPMENT** – Offered at most facilities. Topics covered may include interpersonal skills; financial management; English fundamentals; computer basics; food management; personal appearance, hygiene and self-care; health and medical issues; suicide prevention; seeking and keeping a job, sexual harassment; legal skills; emergency and safety skills, bike safety, hazardous materials, blood-borne pathogens; community resources; housekeeping; recreation; and GED preparation.

All offenders at WATCH West, WATCH East and Passages PRC participate in life skills development classes. At WATCH East, all offenders attend college level classes and additional workshops and earn college credit for each class and workshop completed.

Responsible Living is offered to all residents in Passages ASRC and covers ten weeks of life skill topics pertinent to female offenders. Topics include body language; assertive attitude; budgeting needs versus wants; saving money; career planning, exploration and preparation; applying yourself to the future; mapping one's life path to lead to a balanced and fulfilled life; writing a resume and cover letter; job interview skills; and basic business law.

**MATRIX** – A cognitive/behavioral therapy proven to be effective in treating chemical dependency, including methamphetamine addiction. The Matrix Institute has developed a handbook for Native Americans in addition to the regular curriculum.

**MEDICINE WHEEL** – The Medicine Wheel is a curriculum for recovery from chemical dependency that approaches the 12-steps of recovery from a Native American perspective.

**MEN'S ISSUES** – This group focuses on healthy relationships and supportive male roles in the family by addressing the unique needs and issues facing men and consists of group work, reading assignments, and journaling.

**MODIFIED THERAPEUTIC COMMUNITY MODEL** – As compared to the traditional TC model, this model is more staff intensive and structured to meet the special needs and issues of a correctional population. WATCH West and WATCH East have a model that includes:

- Three living areas designated as separate families
- Community meetings held twice daily
- Family structure and roles
- Programming conducted, and integrated within each family unit
- Each family unit has two chemical dependency counselors, one case manager and a counselor technician
- Therapeutic tasks
- Responsibility and discipline
- Rules and regulations

**NEGLIGENT VEHICULAR HOMICIDE GROUP** – The DOC has authorized WATCH West to accept up to five offenders who have been convicted of negligent vehicular homicide. Known as "The Knights," this group also includes those who have been sentenced for a felony DUI and may have taken a life while under the influence in a previous charge. This weekly group allows The Knights to begin to move beyond the need to protect themselves and avoid directly talking about their experience, and to become responsible recovering adults capable of caring and humility. They are able to confront shame and grief, and learn to share with others in a socially acceptable manner.

**NURTURING PARENTING** – Primarily a philosophy that emphasizes the importance of raising children in a warm, trusting and empathic household. Nurturing Parenting programs are

evidenced-based programs that have proven effectiveness in treating and preventing the recurrence of child abuse and neglect. This class is offered to the Passages PRC unit.

**NUTRITIONAL EDUCATION** – Provided by a federal grant from Expanded Food and Nutrition Education Program (EFNEP). The goal is to help limited-resource families with children plan for their daily food needs and prepare nutritious low-cost meals. Education includes skills for cooking, nutrition education, economic independence and a plan for good health. This valuable program is offered in the Passages ADT unit.

**PARENTING** – Designed to help TSCTC trainees look at themselves as men and as fathers. The program aims to develop the skills that trainees need to be successful parents. It is intended to help the trainee negotiate relationships with partners, children, family members, friends, employers, and the court system.

**PLANNED PARENTHOOD** – An eight-week comprehensive sexual health education curriculum offered in all three Passages programs. Topics addressed include anatomy and physiology of the reproductive system, contraception, decision-making and refusal skills, sexuality through life, cost of parenting, unhealthy relationships and unequal power in relationships, sexual harassment and rape prevention.

**PROBLEM GAMBLING** – Offered on the Passages ADT and PRC units and is provided with a facilitator through the Montana Council on Problem Gambling. The group helps individuals understand that gambling is an addiction and to learn the skills to stop and abstain from gambling.

**PUBLIC HEALTH NURSES** – Riverstone Health nurses provide confidential counseling and testing for HIV and hepatitis C as well as immunizations for hepatitis A and B. Educational offerings facilitating information and access to the Montana Breast and Cervical Health Program are provided on-site quarterly. These programs are offered in the Passages ASRC and ADT programs. PRC residents are encouraged to utilize these same resources in the community.

**RELAPSE PREVENTION** – Offenders identify their individual relapse triggers and develop a healthy lifestyle plan to use when they return to their home and community.

**SCREENING AND ASSESSMENT-ORIENTATION** – A comprehensive assessment is completed to determine medical and mental health status, level of risk and risk factors for recidivism, level of substance abuse, and other factors needed for development of a comprehensive individualized treatment plan.

**S.O.B.E.R. (Service, Obedience, Bonding, Education, Relationships)** – Christian faith-based 12-step program.

**SUBSTANCE ABUSE** – The substance abuse program consists of two phases. In the first phase, trainees are given education on the various chemicals and their effects. In the second phase, trainees look closely at themselves, their chemical use and the relationship of that use and the crimes in which they have been involved. In addition, they are assessed to see if they meet the criteria specified in the Diagnostic Statistical Manual (DSM-IV) for substance abuse or substance dependence.

**TAMAR (Trauma, Addiction, Mental Health and Recovery)** – A model of treatment specifically developed for incarcerated female offenders which addresses the three areas that appear to be contributing issues to criminal activity and recidivism. TAMAR targets all three areas equally and allows the offender to learn new coping skills while processing sometimes difficult subject matter in a supportive and safe environment. TAMAR is facilitated by Master Level clinicians who first establish safety, then help the group member to process the trauma and finally help integrate the trauma into a new life construct. Each session consists of two parts – the right brain activity of teaching/processing the skill or topic and the right brain activity of participating in a healing art activity. By addressing two different ways of processing

information (cognitive and creative), the material can reach a wider range of diverse individuals. The model also allows for some modification based on type of incarceration environment – prison or community placement – in order to better serve the individual.

**THINKING FOR CHANGE** – A weekly group at WATCH East. All offenders learn new ways to think through problems and plan rational solutions.

**THRESHOLDS** – Thresholds group deals with passing through the thresholds of change in the therapeutic community. Mediation and spiritual growth are part of the curriculum and allow offenders to choose solutions that are healthy for the soul and conducive to life-long learning.

**UNTANGLING RELATIONSHIPS** – Helps women in Passages ADT understand codependency and other issues with relationships. Group offenders explore many areas of codependency such as unhealthy patterns of behaviors that develop because of a relationship. The issues of losing oneself to please another and how to define oneself in a relationship are covered in this group. Relationship problems are a major area of concern when helping women to become self-reliant and stay in recovery.

**WELLS TOASTMASTERS GROUP** – Started in early 2007 at WATCH West, the Toastmasters' goal is to instill confidence in offenders when speaking in public, with P&P officers, on the job, or any circumstance. This group is self-directed with up to 15 offenders who meet on a bi-weekly basis.

**WOMEN'S ART WORKSHOPS** – Offenders are given an opportunity to express themselves non-verbally through art. The goal is to provide an alternative way to express emotions, dreams, and fears that is less threatening and encourages empowerment.

**VICTIM ISSUES/RESTORATIVE JUSTICE** – A cognitive/behavioral approach used to assist offenders in understanding the serious consequences of their actions, appreciate the pain and trauma they have caused their victims, and build empathy for their victims.

The victimology program at TSCTC is designed to help the trainee increase accountability for their past criminal actions, increase the understanding of the impact on victims and the ripple effect it has not just with family and friends but the community as a whole. The victim impact part of the program builds on the victimology by going through specific crimes ranging from property crime to homicide letting the trainees see what happened in each crime and the effects that it had. In this way, it allows the trainee to put into perspective the effects increasing their understanding

